

**U.S. Department of Education**  
**Washington, D.C. 20202-5335**

**APPLICATION FOR GRANTS**  
**UNDER THE**

**Centers for International Business Education**

**CFDA # 84.220A**

**PR/Award # P220A180016**

**Grants.gov Tracking#: GRANT12650594**

OMB No. , Expiration Date:

Closing Date: Jun 13, 2018

PR/Award # P220A180016

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This application was generated using the PDF functionality. The PDF functionality automatically numbers the pages in this application. Some pages/sections of this application may contain 2 sets of page numbers, one set created by the applicant and the other set created by e-Application's PDF functionality. Page numbers created by the e-Application PDF functionality will be preceded by the letter e (for example, e1, e2, e3, etc.).

## Application for Federal Assistance SF-424

\* 1. Type of Submission:

- ☐ Preapplication  
☒ Application  
☐ Changed/Corrected Application

\* 2. Type of Application:

- ☒ New  
☐ Continuation  
☐ Revision

\* If Revision, select appropriate letter(s):

\* Other (Specify):

\* 3. Date Received:

06/13/2018

4. Applicant Identifier:

5a. Federal Entity Identifier:

5b. Federal Award Identifier:

### State Use Only:

6. Date Received by State:

7. State Application Identifier:

### 8. APPLICANT INFORMATION:

\* a. Legal Name: Georgia Tech Research Corporation

\* b. Employer/Taxpayer Identification Number (EIN/TIN):

580603146

\* c. Organizational DUNS:

097394084

### d. Address:

\* Street1:

505 Tenth Street NW

Street2:

\* City:

Atlanta

County/Parish:

Fulton

\* State:

GA: Georgia

Province:

\* Country:

USA: UNITED STATES

\* Zip / Postal Code:

303320420

### e. Organizational Unit:

Department Name:

Management, College of

Division Name:

### f. Name and contact information of person to be contacted on matters involving this application:

Prefix:

\* First Name:

James

Middle Name:

\* Last Name:

Hoadley

Suffix:

Title: Assoc Dir - GT CIBER

Organizational Affiliation:

Georgia Tech Research Corporation

\* Telephone Number:

404-894-4379

Fax Number:

\* Email: james.hoadley@mgt.gatech.edu

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## Application for Federal Assistance SF-424

### \* 9. Type of Applicant 1: Select Applicant Type:

H: Public/State Controlled Institution of Higher Education

Type of Applicant 2: Select Applicant Type:

Type of Applicant 3: Select Applicant Type:

\* Other (specify):

### \* 10. Name of Federal Agency:

Department of Education

### 11. Catalog of Federal Domestic Assistance Number:

84.220

CFDA Title:

Centers for International Business Education

### \* 12. Funding Opportunity Number:

ED-GRANTS-051418-001

\* Title:

Office of Postsecondary Education (OPE): Centers for International Business Education Program CFDA Number 84.220A

### 13. Competition Identification Number:

84-220A2018-1

Title:

Centers for International Business Education 84.220A

### 14. Areas Affected by Project (Cities, Counties, States, etc.):

Add Attachment

Delete Attachment

View Attachment

### \* 15. Descriptive Title of Applicant's Project:

Broadening a Technology University's Globalization Model: Leveraging an Innovation Education Ecosystem for Global Competitiveness

Attach supporting documents as specified in agency instructions.

Add Attachments

Delete Attachments

View Attachments

**Application for Federal Assistance SF-424****16. Congressional Districts Of:**\* a. Applicant \* b. Program/Project 

Attach an additional list of Program/Project Congressional Districts if needed.

**17. Proposed Project:**\* a. Start Date: \* b. End Date: **18. Estimated Funding (\$):**

* a. Federal	<input type="text" value="1,375,320.00"/>
* b. Applicant	<input type="text" value="1,453,647.00"/>
* c. State	<input type="text" value="0.00"/>
* d. Local	<input type="text" value="0.00"/>
* e. Other	<input type="text" value="0.00"/>
* f. Program Income	<input type="text" value="0.00"/>
* g. TOTAL	<input type="text" value="2,828,967.00"/>

**\* 19. Is Application Subject to Review By State Under Executive Order 12372 Process?**

- ☐ a. This application was made available to the State under the Executive Order 12372 Process for review on .
- ☒ b. Program is subject to E.O. 12372 but has not been selected by the State for review.
- ☐ c. Program is not covered by E.O. 12372.

**\* 20. Is the Applicant Delinquent On Any Federal Debt? (If "Yes," provide explanation in attachment.)**☐ Yes ☒ No

If "Yes", provide explanation and attach

**21. \*By signing this application, I certify (1) to the statements contained in the list of certifications\*\* and (2) that the statements herein are true, complete and accurate to the best of my knowledge. I also provide the required assurances\*\* and agree to comply with any resulting terms if I accept an award. I am aware that any false, fictitious, or fraudulent statements or claims may subject me to criminal, civil, or administrative penalties. (U.S. Code, Title 218, Section 1001)**

☒ \*\* I AGREE

\*\* The list of certifications and assurances, or an internet site where you may obtain this list, is contained in the announcement or agency specific instructions.

**Authorized Representative:**

Prefix:  \* First Name:

Middle Name:

\* Last Name:

Suffix:

\* Title: \* Telephone Number:  Fax Number: \* Email: \* Signature of Authorized Representative:  \* Date Signed:

## Congressional Districts Included in the Proposed Grant

### Georgia-

- GA 1
- GA 2
- GA 3
- GA 4
- GA 5
- GA 6
- GA 7
- GA 8
- GA 9
- GA 10
- GA 11
- GA 12
- GA 13
- GA 14

### Florida

- FL 7

**U.S. DEPARTMENT OF EDUCATION  
BUDGET INFORMATION  
NON-CONSTRUCTION PROGRAMS**

OMB Number: 1894-0008  
Expiration Date: 08/31/2020

Name of Institution/Organization

Georgia Tech Research Corporation

Applicants requesting funding for only one year should complete the column under "Project Year 1." Applicants requesting funding for multi-year grants should complete all applicable columns. Please read all instructions before completing form.

**SECTION A - BUDGET SUMMARY  
U.S. DEPARTMENT OF EDUCATION FUNDS**

Budget Categories	Project Year 1 (a)	Project Year 2 (b)	Project Year 3 (c)	Project Year 4 (d)	Project Year 5 (e)	Total (f)
1. Personnel	166,675.00	177,285.00	173,745.00	165,286.00		682,991.00
2. Fringe Benefits	38,971.00	39,585.00	39,969.00	39,981.00		158,506.00
3. Travel	14,500.00	13,500.00	14,500.00	10,500.00		53,000.00
4. Equipment	0.00	0.00				0.00
5. Supplies	0.00	0.00				0.00
6. Contractual	0.00	13,568.00	13,839.00	13,839.00		41,246.00
7. Construction	0.00					0.00
8. Other	88,800.00	79,200.00	83,750.00	85,950.00		337,700.00
9. Total Direct Costs (lines 1-8)	308,946.00	323,138.00	325,803.00	315,556.00		1,273,443.00
10. Indirect Costs*	24,716.00	25,851.00	26,064.00	25,245.00		101,876.00
11. Training Stipends		0.00				0.00
12. Total Costs (lines 9-11)	333,662.00	348,989.00	351,867.00	340,801.00		1,375,319.00

**\*Indirect Cost Information (To Be Completed by Your Business Office):**

If you are requesting reimbursement for indirect costs on line 10, please answer the following questions:

(1) Do you have an Indirect Cost Rate Agreement approved by the Federal government? ☒ Yes ☐ No

(2) If yes, please provide the following information:

Period Covered by the Indirect Cost Rate Agreement: From: 10/01/2018 To: 09/30/2022 (mm/dd/yyyy)

Approving Federal agency: ☒ ED ☐ Other (please specify):

The Indirect Cost Rate is 8.00 %.

(3) If this is your first Federal grant, and you do not have an approved indirect cost rate agreement, are not a State, Local government or Indian Tribe, and are not funded under a training rate program or a restricted rate program, do you want to use the de minimis rate of 10% of MTDC? ☐ Yes ☐ No If yes, you must comply with the requirements of 2 CFR § 200.414(f).

(4) If you do not have an approved indirect cost rate agreement, do you want to use the temporary rate of 10% of budgeted salaries and wages?  
☐ Yes ☐ No If yes, you must submit a proposed indirect cost rate agreement within 90 days after the date your grant is awarded, as required by 34 CFR § 75.560.

(5) For Restricted Rate Programs (check one) -- Are you using a restricted indirect cost rate that:

☐ Is included in your approved Indirect Cost Rate Agreement? Or, ☒ Complies with 34 CFR 76.564(c)(2)? The Restricted Indirect Cost Rate is %.  
PR/Award # P220A180016

Name of Institution/Organization	Applicants requesting funding for only one year should complete the column under "Project Year 1." Applicants requesting funding for multi-year grants should complete all applicable columns. Please read all instructions before completing form.
Georgia Tech Research Corporation	

**SECTION B - BUDGET SUMMARY  
NON-FEDERAL FUNDS**

Budget Categories	Project Year 1 (a)	Project Year 2 (b)	Project Year 3 (c)	Project Year 4 (d)	Project Year 5 (e)	Total (f)
1. Personnel	232,115.00	241,428.00	244,958.00	235,548.00		954,049.00
2. Fringe Benefits	61,102.00	62,889.00	64,439.00	64,531.00		252,961.00
3. Travel	0.00	5,000.00	0.00	5,000.00		10,000.00
4. Equipment	0.00	0.00	0.00			0.00
5. Supplies	0.00	0.00	0.00			0.00
6. Contractual	0.00	0.00	0.00			0.00
7. Construction	0.00	0.00	0.00			0.00
8. Other	22,500.00	13,500.00	22,750.00	13,750.00		72,500.00
9. Total Direct Costs (lines 1-8)	315,717.00	322,817.00	332,147.00	318,829.00		1,289,510.00
10. Indirect Costs	25,257.00	25,825.00	26,572.00	25,506.00		103,160.00
11. Training Stipends						
12. Total Costs (lines 9-11)	340,974.00	348,642.00	358,719.00	344,335.00		1,392,670.00

**SECTION C - BUDGET NARRATIVE (see instructions)**

ED 524



## ASSURANCES - NON-CONSTRUCTION PROGRAMS

Public reporting burden for this collection of information is estimated to average 15 minutes per response, including time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding the burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden, to the Office of Management and Budget, Paperwork Reduction Project (0348-0040), Washington, DC 20503.

**PLEASE DO NOT RETURN YOUR COMPLETED FORM TO THE OFFICE OF MANAGEMENT AND BUDGET. SEND IT TO THE ADDRESS PROVIDED BY THE SPONSORING AGENCY.**

**NOTE:** Certain of these assurances may not be applicable to your project or program. If you have questions, please contact the awarding agency. Further, certain Federal awarding agencies may require applicants to certify to additional assurances. If such is the case, you will be notified.

As the duly authorized representative of the applicant, I certify that the applicant:

1. Has the legal authority to apply for Federal assistance and the institutional, managerial and financial capability (including funds sufficient to pay the non-Federal share of project cost) to ensure proper planning, management and completion of the project described in this application.
2. Will give the awarding agency, the Comptroller General of the United States and, if appropriate, the State, through any authorized representative, access to and the right to examine all records, books, papers, or documents related to the award; and will establish a proper accounting system in accordance with generally accepted accounting standards or agency directives.
3. Will establish safeguards to prohibit employees from using their positions for a purpose that constitutes or presents the appearance of personal or organizational conflict of interest, or personal gain.
4. Will initiate and complete the work within the applicable time frame after receipt of approval of the awarding agency.
5. Will comply with the Intergovernmental Personnel Act of 1970 (42 U.S.C. §§4728-4763) relating to prescribed standards for merit systems for programs funded under one of the 19 statutes or regulations specified in Appendix A of OPM's Standards for a Merit System of Personnel Administration (5 C.F.R. 900, Subpart F).
6. Will comply with all Federal statutes relating to nondiscrimination. These include but are not limited to: (a) Title VI of the Civil Rights Act of 1964 (P.L. 88-352) which prohibits discrimination on the basis of race, color or national origin; (b) Title IX of the Education Amendments of 1972, as amended (20 U.S.C. §§1681-1683, and 1685-1686), which prohibits discrimination on the basis of sex; (c) Section 504 of the Rehabilitation Act of 1973, as amended (29 U.S.C. §794), which prohibits discrimination on the basis of handicaps; (d) the Age Discrimination Act of 1975, as amended (42 U.S.C. §§6101-6107), which prohibits discrimination on the basis of age; (e) the Drug Abuse Office and Treatment Act of 1972 (P.L. 92-255), as amended, relating to nondiscrimination on the basis of drug abuse; (f) the Comprehensive Alcohol Abuse and Alcoholism Prevention, Treatment and Rehabilitation Act of 1970 (P.L. 91-616), as amended, relating to nondiscrimination on the basis of alcohol abuse or alcoholism; (g) §§523 and 527 of the Public Health Service Act of 1912 (42 U.S.C. §§290 dd-3 and 290 ee- 3), as amended, relating to confidentiality of alcohol and drug abuse patient records; (h) Title VIII of the Civil Rights Act of 1968 (42 U.S.C. §3601 et seq.), as amended, relating to nondiscrimination in the sale, rental or financing of housing; (i) any other nondiscrimination provisions in the specific statute(s) under which application for Federal assistance is being made; and, (j) the requirements of any other nondiscrimination statute(s) which may apply to the application.
7. Will comply, or has already complied, with the requirements of Titles II and III of the Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970 (P.L. 91-646) which provide for fair and equitable treatment of persons displaced or whose property is acquired as a result of Federal or federally-assisted programs. These requirements apply to all interests in real property acquired for project purposes regardless of Federal participation in purchases.
8. Will comply, as applicable, with provisions of the Hatch Act (5 U.S.C. §§1501-1508 and 7324-7328) which limit the political activities of employees whose principal employment activities are funded in whole or in part with Federal funds.

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Prescribed by OMB Circular A-102

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9. Will comply, as applicable, with the provisions of the Davis-Bacon Act (40 U.S.C. §§276a to 276a-7), the Copeland Act (40 U.S.C. §276c and 18 U.S.C. §874), and the Contract Work Hours and Safety Standards Act (40 U.S.C. §§327-333), regarding labor standards for federally-assisted construction subagreements.
10. Will comply, if applicable, with flood insurance purchase requirements of Section 102(a) of the Flood Disaster Protection Act of 1973 (P.L. 93-234) which requires recipients in a special flood hazard area to participate in the program and to purchase flood insurance if the total cost of insurable construction and acquisition is \$10,000 or more.
11. Will comply with environmental standards which may be prescribed pursuant to the following: (a) institution of environmental quality control measures under the National Environmental Policy Act of 1969 (P.L. 91-190) and Executive Order (EO) 11514; (b) notification of violating facilities pursuant to EO 11738; (c) protection of wetlands pursuant to EO 11990; (d) evaluation of flood hazards in floodplains in accordance with EO 11988; (e) assurance of project consistency with the approved State management program developed under the Coastal Zone Management Act of 1972 (16 U.S.C. §§1451 et seq.); (f) conformity of Federal actions to State (Clean Air) Implementation Plans under Section 176(c) of the Clean Air Act of 1955, as amended (42 U.S.C. §§7401 et seq.); (g) protection of underground sources of drinking water under the Safe Drinking Water Act of 1974, as amended (P.L. 93-523); and, (h) protection of endangered species under the Endangered Species Act of 1973, as amended (P.L. 93-205).
12. Will comply with the Wild and Scenic Rivers Act of 1968 (16 U.S.C. §§1271 et seq.) related to protecting components or potential components of the national wild and scenic rivers system.
13. Will assist the awarding agency in assuring compliance with Section 106 of the National Historic Preservation Act of 1966, as amended (16 U.S.C. §470), EO 11593 (identification and protection of historic properties), and the Archaeological and Historic Preservation Act of 1974 (16 U.S.C. §§469a-1 et seq.).
14. Will comply with P.L. 93-348 regarding the protection of human subjects involved in research, development, and related activities supported by this award of assistance.
15. Will comply with the Laboratory Animal Welfare Act of 1966 (P.L. 89-544, as amended, 7 U.S.C. §§2131 et seq.) pertaining to the care, handling, and treatment of warm blooded animals held for research, teaching, or other activities supported by this award of assistance.
16. Will comply with the Lead-Based Paint Poisoning Prevention Act (42 U.S.C. §§4801 et seq.) which prohibits the use of lead-based paint in construction or rehabilitation of residence structures.
17. Will cause to be performed the required financial and compliance audits in accordance with the Single Audit Act Amendments of 1996 and OMB Circular No. A-133, "Audits of States, Local Governments, and Non-Profit Organizations."
18. Will comply with all applicable requirements of all other Federal laws, executive orders, regulations, and policies governing this program.
19. Will comply with the requirements of Section 106(g) of the Trafficking Victims Protection Act (TVPA) of 2000, as amended (22 U.S.C. 7104) which prohibits grant award recipients or a sub-recipient from (1) Engaging in severe forms of trafficking in persons during the period of time that the award is in effect (2) Procuring a commercial sex act during the period of time that the award is in effect or (3) Using forced labor in the performance of the award or subawards under the award.

<b>SIGNATURE OF AUTHORIZED CERTIFYING OFFICIAL</b>	<b>TITLE</b>
Wesley Wright	Associate Director of Grants
<b>APPLICANT ORGANIZATION</b>	<b>DATE SUBMITTED</b>
Georgia Tech Research Corporation	06/13/2018

Standard Form 424B (Rev. 7-97) Back

# DISCLOSURE OF LOBBYING ACTIVITIES

Complete this form to disclose lobbying activities pursuant to 31 U.S.C.1352

Approved by OMB

4040-0013

<b>1. * Type of Federal Action:</b> <input type="checkbox"/> a. contract <input checked="" type="checkbox"/> b. grant <input type="checkbox"/> c. cooperative agreement <input type="checkbox"/> d. loan <input type="checkbox"/> e. loan guarantee <input type="checkbox"/> f. loan insurance	<b>2. * Status of Federal Action:</b> <input type="checkbox"/> a. bid/offer/application <input checked="" type="checkbox"/> b. initial award <input type="checkbox"/> c. post-award	<b>3. * Report Type:</b> <input checked="" type="checkbox"/> a. initial filing <input type="checkbox"/> b. material change
<b>4. Name and Address of Reporting Entity:</b> <input checked="" type="checkbox"/> Prime <input type="checkbox"/> SubAwardee * Name: Georgia Tech Research Corporation * Street 1: 505 10th Street, NW    Street 2: _____ * City: Atlanta    State: GA: Georgia    Zip: 30332 Congressional District, if known: GA-005		
<b>5. If Reporting Entity in No.4 is Subawardee, Enter Name and Address of Prime:</b>    		
<b>6. * Federal Department/Agency:</b> Department of Education		<b>7. * Federal Program Name/Description:</b> Centers for International Business Education CFDA Number, if applicable: 84.220
<b>8. Federal Action Number, if known:</b>  		<b>9. Award Amount, if known:</b> \$ 
<b>10. a. Name and Address of Lobbying Registrant:</b> Prefix: _____ * First Name: Wesley    Middle Name: _____ * Last Name: Wright    Suffix: _____ * Street 1: 505 10th Street, NW    Street 2: _____ * City: Atlanta    State: GA: Georgia    Zip: 30332		
<b>b. Individual Performing Services</b> (including address if different from No. 10a) Prefix: _____ * First Name: John    Middle Name: _____ * Last Name: McIntyre    Suffix: _____ * Street 1: _____    Street 2: _____ * City: _____    State: _____    Zip: _____		
<b>11.</b> Information requested through this form is authorized by title 31 U.S.C. section 1352. This disclosure of lobbying activities is a material representation of fact upon which reliance was placed by the tier above when the transaction was made or entered into. This disclosure is required pursuant to 31 U.S.C. 1352. This information will be reported to the Congress semi-annually and will be available for public inspection. Any person who fails to file the required disclosure shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.  * Signature: Wesley Wright * Name: Prefix: _____ * First Name: Wesley    Middle Name: _____ * Last Name: Wright    Suffix: _____ Title: Associate Director of Grants    Telephone No.: 4043855336    Date: 06/13/2018		
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## NOTICE TO ALL APPLICANTS

OMB Number: 1894-0005  
Expiration Date: 04/30/2020

The purpose of this enclosure is to inform you about a new provision in the Department of Education's General Education Provisions Act (GEPA) that applies to applicants for new grant awards under Department programs. This provision is Section 427 of GEPA, enacted as part of the Improving America's Schools Act of 1994 (Public Law (P.L.) 103-382).

### To Whom Does This Provision Apply?

Section 427 of GEPA affects applicants for new grant awards under this program. **ALL APPLICANTS FOR NEW AWARDS MUST INCLUDE INFORMATION IN THEIR APPLICATIONS TO ADDRESS THIS NEW PROVISION IN ORDER TO RECEIVE FUNDING UNDER THIS PROGRAM.**

(If this program is a State-formula grant program, a State needs to provide this description only for projects or activities that it carries out with funds reserved for State-level uses. In addition, local school districts or other eligible applicants that apply to the State for funding need to provide this description in their applications to the State for funding. The State would be responsible for ensuring that the school district or other local entity has submitted a sufficient section 427 statement as described below.)

### What Does This Provision Require?

Section 427 requires each applicant for funds (other than an individual person) to include in its application a description of the steps the applicant proposes to take to ensure equitable access to, and participation in, its Federally-assisted program for students, teachers, and other program beneficiaries with special needs. This provision allows applicants discretion in developing the required description. The statute highlights six types of barriers that can impede equitable access or participation: gender, race, national origin, color, disability, or age. Based on local circumstances, you should determine whether these or other barriers may prevent your students, teachers, etc. from such access or participation in, the Federally-funded project or activity. The description in your application of steps to be taken to overcome these barriers need not be lengthy; you may provide a clear and succinct description of how you plan to address those barriers that are applicable to your circumstances. In addition, the information may be provided in a single narrative, or, if appropriate, may

be discussed in connection with related topics in the application.

Section 427 is not intended to duplicate the requirements of civil rights statutes, but rather to ensure that, in designing their projects, applicants for Federal funds address equity concerns that may affect the ability of certain potential beneficiaries to fully participate in the project and to achieve to high standards. Consistent with program requirements and its approved application, an applicant may use the Federal funds awarded to it to eliminate barriers it identifies.

### What are Examples of How an Applicant Might Satisfy the Requirement of This Provision?

The following examples may help illustrate how an applicant may comply with Section 427.

- (1) An applicant that proposes to carry out an adult literacy project serving, among others, adults with limited English proficiency, might describe in its application how it intends to distribute a brochure about the proposed project to such potential participants in their native language.
- (2) An applicant that proposes to develop instructional materials for classroom use might describe how it will make the materials available on audio tape or in braille for students who are blind.
- (3) An applicant that proposes to carry out a model science program for secondary students and is concerned that girls may be less likely than boys to enroll in the course, might indicate how it intends to conduct "outreach" efforts to girls, to encourage their enrollment.
- (4) An applicant that proposes a project to increase school safety might describe the special efforts it will take to address concern of lesbian, gay, bisexual, and transgender students, and efforts to reach out to and involve the families of LGBT students.

We recognize that many applicants may already be implementing effective steps to ensure equity of access and participation in their grant programs, and we appreciate your cooperation in responding to the requirements of this provision.

### Estimated Burden Statement for GEPA Requirements

According to the Paperwork Reduction Act of 1995, no persons are required to respond to a collection of information unless such collection displays a valid OMB control number. Public reporting burden for this collection of information is estimated to average 1.5 hours per response, including time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. The obligation to respond to this collection is required to obtain or retain benefit (Public Law 103-382). Send comments regarding the burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden, to the U.S. Department of Education, 400 Maryland Ave., SW, Washington, DC 20210-4537 or email [ICDocketMgr@ed.gov](mailto:ICDocketMgr@ed.gov) and reference the OMB Control Number 1894-0005.

**Optional - You may attach 1 file to this page.**

GT\_CIBER\_GEPAL021687571.pdf

Add Attachment

Delete Attachment

View Attachment

In Phase VIII, Georgia Tech CIBER is fully committed to ensuring equitable access to and participation in all programs, without regard to gender, race, national origin, color, disability, or age. GT CIBER will take the following specific steps, as part of a broader program of inclusion, non-discrimination, and openness, designed to promote diversity and equality of opportunity:

**Gender** – GT CIBER shows its commitment to gender inclusion by encouraging traditionally under-represented groups by not simply encouraging participation by female students, faculty, business leaders and members of the community, but by also encouraging members of the LGBTQ community to apply and participate as well. GT CIBER has increased the number of members of its advisory council who are female and/or members of the LGBTQ community and will continue to do so during the next round of funding.

**Race/Color** – GT CIBER has a long-standing commitment to promotion of racial equality, including our long-standing commitment to working with Minority Serving Institutions, and will expand this relationship significantly as detailed in the grant, both in expanding Georgia Tech's extant partnership with MSIs, as well as creating a new, in-depth, substantive, sustained and impactful network with select HBCU/MSI that can serve as a model for future partnerships.

Additionally, GT CIBER will be working with Georgia Tech's Office of Minority Educational Development and Office of Hispanic Initiatives to promote student-centered programs to these under-represented student communities. With regard to the business community, GT CIBER has specific, real, and substantive partnerships proposed in which GT CIBER will collaborate with the Minority Business Development Agency and Westside Communities Alliance to directly bring the benefits of the CIBER to under-served businesses and communities.

**National Origin** – Foreign-nationals, dual-nationals, and immigrant communities are an integral and key part of almost everything GT CIBER does. All GT CIBER programs are open to all US citizens, regardless of national origin, and unless a partner institution requires US citizenship as a condition of participation in a specific program, to all other nationalities as well.

**Disability** - The Georgia Institute of Technology, through its ADAPTS Office in the Office of the Dean of Students, provides adaptive services for persons with disabilities and provides audio books, note takers, audio recorders, book scanning, adaptive software/hardware, and other technology services. The Georgia Institute of Technology also provides, through ADAPTS Office, interpreter services for students and program participants for non-academic programs and events upon request. In the event a program requires travel, every effort will be made to accommodate persons with disabilities, including making special arrangements for travelers with common carriers, providing qualified assistants to aide travelers with needs, and ensuring that all requirements are met and maintained for the duration of their program participation.

**Age** – All Georgia Tech CIBER programs are provided without regard to the age of the participants, with the possible exception in specific cases where legal majority is a requirement of participants. In Phase VII, GT CIBER will create a sub-committee of our advisory council to address specific issues of aging and increasing age-inclusiveness to complement our extant subcommittees on gender and race/ethnicity.

The Georgia Institute of Technology and the Georgia Tech CIBER has and will continue to ensure equal access to all programs, services and activities and to ensure all persons are protected against illegal discrimination on the basis of race, color, religion, sex/gender, national origin, age, disability, sexual orientation, and veteran status.

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## CERTIFICATION REGARDING LOBBYING

### Certification for Contracts, Grants, Loans, and Cooperative Agreements

The undersigned certifies, to the best of his or her knowledge and belief, that:

(1) No Federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of an agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal contract, grant, loan, or cooperative agreement.

(2) If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit Standard Form-LLL, "Disclosure of Lobbying Activities," in accordance with its instructions.

(3) The undersigned shall require that the language of this certification be included in the award documents for all subawards at all tiers (including subcontracts, subgrants, and contracts under grants, loans, and cooperative agreements) and that all subrecipients shall certify and disclose accordingly. This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by section 1352, title 31, U.S. Code. Any person who fails to file the required certification shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

### Statement for Loan Guarantees and Loan Insurance

The undersigned states, to the best of his or her knowledge and belief, that:

If any funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this commitment providing for the United States to insure or guarantee a loan, the undersigned shall complete and submit Standard Form-LLL, "Disclosure of Lobbying Activities," in accordance with its instructions. Submission of this statement is a prerequisite for making or entering into this transaction imposed by section 1352, title 31, U.S. Code. Any person who fails to file the required statement shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

#### \* APPLICANT'S ORGANIZATION

Georgia Tech Research Corporation

#### \* PRINTED NAME AND TITLE OF AUTHORIZED REPRESENTATIVE

Prefix:  \* First Name:  Middle Name:   
\* Last Name:  Suffix:   
\* Title:

\* SIGNATURE:

\* DATE:

U.S. DEPARTMENT OF EDUCATION  
SUPPLEMENTAL INFORMATION  
FOR THE SF-424

OMB Number: 1894-0007  
Expiration Date: 09/30/2020

**1. Project Director:**

Prefix:	First Name:	Middle Name:	Last Name:	Suffix:
<input type="text"/>	<input type="text" value="John"/>	<input type="text"/>	<input type="text" value="McIntyre"/>	<input type="text"/>

Address:

Street1:	<input type="text" value="800 West Peachtree ST NW"/>
Street2:	<input type="text" value="Scheller College of Business"/>
City:	<input type="text" value="Atlanta"/>
County:	<input type="text" value="Fulton"/>
State:	<input type="text" value="GA: Georgia"/>
Zip Code:	<input type="text" value="30308-1149"/>
Country:	<input type="text" value="USA: UNITED STATES"/>

Phone Number (give area code)	Fax Number (give area code)
<input type="text" value="404-894-1463"/>	<input type="text"/>

Email Address:

**2. Novice Applicant:**

Are you a novice applicant as defined in the regulations in 34 CFR 75.225 (and included in the definitions page in the attached instructions)?

☐ Yes ☒ No ☐ Not applicable to this program

**3. Human Subjects Research:**

a. Are any research activities involving human subjects planned at any time during the proposed Project Period?

☐ Yes ☒ No

b. Are ALL the research activities proposed designated to be exempt from the regulations?

☐ Yes Provide Exemption(s) #: ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 6

☐ No Provide Assurance #, if available:

c. If applicable, please attach your "Exempt Research" or "Nonexempt Research" narrative to this form as indicated in the definitions page in the attached instructions.

<input type="text"/>	<input type="button" value="Add Attachment"/>	<input type="button" value="Delete Attachment"/>	<input type="button" value="View Attachment"/>
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## Abstract

The abstract narrative must not exceed one page and should use language that will be understood by a range of audiences. For all projects, include the project title (if applicable), goals, expected outcomes and contributions for research, policy, practice, etc. Include population to be served, as appropriate. For research applications, also include the following:

- Theoretical and conceptual background of the study (i.e., prior research that this investigation builds upon and that provides a compelling rationale for this study)
- Research issues, hypotheses and questions being addressed
- Study design including a brief description of the sample including sample size, methods, principals dependent, independent, and control variables, and the approach to data analysis.

[Note: For a non-electronic submission, include the name and address of your organization and the name, phone number and e-mail address of the contact person for this project.]

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## You may now Close the Form

**You have attached 1 file to this page, no more files may be added. To add a different file, you must first delete the existing file.**

\* Attachment:



**“Broadening a Technology University’s Globalization Model: Leveraging an Innovation Ecosystem for Global Competitiveness”**

*Georgia Institute of Technology, Prof. John McIntyre john.mcintyre@scheller.gatech.edu*

This proposal seeks funding for FY 2018-2022 for Georgia Tech Center for International Business Education and Research, located in the heart of Atlanta’s startup environment. It acts as a *catalyst* in a *top-seven public research university* to leverage the university’s far reaching international educational initiatives and its extensive innovation ecosystem. The *proposal’s 47 new program initiatives*, over the 4 grant years, also build on strong existing initiatives. *Four cross-cutting themes* for 2018-2022 have been selected, (a) global innovation and U.S. enterprise generation, (b) business sustainability and firm resilience, (c) security and globalization and (d) global agility. The proposal leverages Georgia Tech’s *global campus model* with two growing international anchors (GT Lorraine Europe and GT Shenzhen China) and seven international branches. As a consequence, it focuses on four regions: (a) Northeast Asia, (b) South Asia ‘s emerging economies, (c) the European Union area, (d) North America (NAFTA and central America). Project emphasis is placed on *four technology clusters*: (a) platform (advanced manufacturing), (b) distributive (logistics), (c) greenable (cleaner energy, smart cities), and (d) life sciences. The program design is articulated on *seven objectives and program elements* subdivided in time-lined program modules. (1) Advancing deeper international specialization in a digitalizing environment for embedded internationalization as in the the dual Denning Technology & Management program, in-country certifications, extending the GT International Plan degree designation to more than 50% of student body, developing new problem-solving methodologies for complex IB ethical questions; (2) furthering an interdisciplinary approach to applied business languages and intercultural studies for global agility: create an MS in Global Media & culture; offer Graduate Certificate credential in applied language and intercultural studies to non-student professionals, build semester length sustainability oriented programs at two overseas campuses, support critical languages online instruction,; (3) Optimizing research strengths: focusing research on the four global-impacting chosen themes through conferences such as the Roundtable on Engineering Entrepreneurship Research, Multinational Enterprises and Sustainable Development, as well as deep collaboration with the Information and Privacy Security research center, among others; (4) Expanding utilization of the GT Global Campus Network: deep student and faculty engagement through IB, cross-cultural course offerings, paid work abroad experiences for our students, expand Tri-continental engineering certificate (Atlanta, Metz, Shenzhen campuses); (5) Producing globally-focused responsible managers: create a CIBER prize for the Global Social Ventures Competition, collaborate with our sister university, Kennesaw State University’s UN CIFAL center through internships and our GT-based UN Regional Center for Expertise in Sustainability; work collaboratively with the Engineering for Social Innovation Center to support student projects; (6) Meeting CIBER Stakeholder’s Needs: program development through various MSI-CC initiatives such as the *CIBER Minority Serving Institutions Consortium*, support international expansion for High Growth Technology Ventures (particularly NSF-funded I-Corps startups); (7) Contributing to Georgia Global Economic Growth Objectives: the scope of work includes close interaction with the Georgia Manufacturing Extension Program, the Georgia Manufacturing Survey, the *Technical College System of Georgia*, the US Export Assistance Center.

## Project Narrative File(s)

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**\* Mandatory Project Narrative File Filename:** Georgia\_Tech\_Grant\_Narrative\_20181021687599.pdf

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***Broadening a Technology University's Globalization Model: Leveraging an Innovation  
Ecosystem for Global Competitiveness***

***I. MEETING THE PURPOSES AND REQUIREMENTS OF THE ACT***

**A. Introduction and Approach:** The Georgia Institute of Technology's Center for International Business Education and Research (GT CIBER) submits this competitive application for four years of federal support under Title VI, Part B of the Higher Education Act, as amended, CFDA Number: 84.220. This narrative adheres to the requirements outlined in the U.S. Department of Education electronic application, divided into seven sections and illustrative numbered Appendices (see Table of Appendices). We have constructed this application to take into account the disruption caused by interconnected economies and massive global changes driven by digital technologies for our CIBER local constituents. To steer this application, we have created a *simplified model (App. 1-E)* to address U.S. competitiveness and leadership in the late globalization paradigm, reflecting Georgia Tech's research strengths and the approach posited in this application. Our application is also guided by our Provost's *Commission on Creating the Next in Education* around deliberate innovation and lifetime education. GT CIBER is an umbrella organization, created in July 1993, and reauthorized since as a national and regional resource center which has become an integral part of the applicant university and the innovation ecosystem it supports in the state of Georgia. Mentored by the late Prof. John Dunning between 1993 and 2006, the Center was a recipient of the Georgia Governor's Award for Best International Education Program in 2009; its director, Prof. John McIntyre, a recipient of the Georgia Tech-wide Denning Faculty Globalization Award in 2015. This phase (2018-2022) proposes to broaden our commitment to international business education, research, and outreach programs. It does so through several academic and non-academic units of the Institute: the

Scheller College of Business (SCOB), administrative home of the Center, the Ivan Allen College of Liberal Studies (IAC) , the College of Engineering (COE, eight leading schools), the GT Enterprise Innovation Institute (EI<sup>2</sup>), its network of eight regional manufacturing extension service offices in Georgia, nineteen corporate innovation centers on campus, in close alliance with a number of partner minority-serving institutions and in collaboration with Kennesaw State University, the 3rd largest institution in the University System of Georgia. Georgia Tech is a *top-seven public university nationally*, member of the leading research universities' Association of American Universities; its Scheller College of Business ranking 27<sup>th</sup> for the 2018 Bloomberg BusinessWeek full-time MBA. Georgia Tech places among the top 8% of world universities according to the QS World University Rankings 2019. GT CIBER integrates the technological dimension into international business education and scholarship embedding it in the GT *innovation ecosystem*. Georgia Tech is one of the South's largest industrial and engineering research operations, with more than 100 interdisciplinary research units. 86% of undergraduate students graduate with a job offer in hand; VentureLab is ranked as the #2 university business incubator in the world by UBI Index (<http://www.gatech.edu/about/rankings>). Located in Midtown Atlanta's TechSquare, GT CIBER is adjacent to the highest density of startups, corporate innovators, and researchers in the Southeast, and near major corporate headquarters. GT CIBER leverages its operating neighborhood in all its program initiatives, contributing to Atlanta's, Georgia's, and the nation's rapid growth in leading technologies. In phase VIII, GT CIBER's educational, outreach, research, and exchange initiatives move to a deep globalization phase, further extending Georgia Tech's footprint across the world and serving the human resource needs of its corporate, community, and government constituents. In crafting this new proposal, we have benefited from feedback provided by our Advisory Council, targeted reports to our

Dean and Council and consultation with the Fellows of the Georgia Tech Council on Global Affairs (*Appendix 1-F*). Based on this continuous improvement process to meet the statute's objectives, we have also remained faithful to our institution's world class technology university research mission, with 7 extension campuses (*Appendix 3-D*) in international locations. In accord with our Advisory Council and core faculty, the Phase VIII proposal selected four high tech industry sectors of global importance and Institute excellence: 1) *Platform technology* (advanced manufacturing, robotics, IoT, artificial intelligence, digital connectivity), 2) *Distributive technology* (logistics, global supply chain, mobility); 3) *Sustainable or "Greenable" technology* (smart cities, cleaner and renewable energy, renewable bioproducts), and 4) *Life Sciences technology* (biomedical engineering, IT health, medical devices, pharmaceuticals.) These industries represent U.S. technological leads with global competitive impact; they also leverage the digital transformation competencies found at Georgia Tech. GT CIBER will focus on four critical geographical regions, selected because of the Institute's base of faculty and center expertise, overseas campuses, and cross-disciplinary resources: 1) *North East Asia* 2) *South Asia*, 3) *North America (NAFTA and Central America, included)*, and 4) *the European Union*. Each industry and region is guided by a select team of Core Faculty (*Appendix 1-D*)

**B. Meeting the Purpose and Requirements of the Act: Scope of Work.** In designing the scope of work, we have listened to our stakeholders and designed our program to address their concerns within the frame of the legislation. *Appendix 2-B is a summary list of the project's elements and modules* for 2018-2022, divided into 7 elements, further divided into project modules. Each module is designated as new (N), scaled (S) or expanded (E). The 2018-2022 program design contains 47 new modules. The work program builds on extant achievements and new priorities. *Appendix 2-B* indicates how the competitive *priorities* (# hashtag) and *the invitational priority* (asterisk \*) are addressed. *Appendix 1-C is a master matrix which establishes how each program element and module relates and meets the*



*statutory mandates, legislative requirements, and competitive preference priorities as well as invitational priority.* The mandated scope of work is presented below by numbered elements and modules.

**Program Element I: Furthering an Interdisciplinary Approach to Applied Languages and Intercultural Studies for Global Agility in Technology and Business Fields**

The American Academy of Arts and Sciences in a 2017 commissioned study, *America's Languages, Investing in Language Education for the 21<sup>st</sup> Century*, concludes that nearly 40% of US business executives reported missing opportunities abroad due to lack of staff language skills and failed to achieve international potential due to language and cultural barriers. Similarly, this gap affects the unique U.S. role in strengthening security and prosperity. Global agility -defined as linguistic and intercultural skills- is a central component of this application model (see *App. I-E*). CIBER has a history of working with the Georgia Tech School of Modern Languages in building language and cultural intelligence capacity for business and technology professional pursuits. Program Element I also draws from the emphasis on sustainability studies in the university's 5-year Quality Enhancement Plan. In the past 17 years, our partner School has developed over 130 courses at all levels in technical foreign languages (Arabic, Chinese, French, German, Japanese, Korean, Russian, Spanish). Dr. Anna Stenport, School Chair, School of Modern Languages. The School supports integration of language education with CIBER and Title VI mandates. Under program element I, 14 project modules are proposed, responsive to the university's emphasis on innovation, sustainability and security. These replicable initiatives, created in coordination with Modern Languages, advance communications skills, cross-cultural thinking in collaboration with minority-serving partner institutions.

**a) Implement an M.S. in Global Media & Culture (GMC)**, the School of Modern Languages is a multidisciplinary Master's program preparing students for career paths requiring advanced

training in communication and digital media as well as linguistic expertise. It responds to the needs of Georgia's growing \$9.5 billion film industry. This program departs from the traditional education-driven career track, responding to proven needs. CIBER will support courses with a specific focus on insuring US creative industries' leadership.

***b) Extend Applied Language and Intercultural Studies program to a Master-level program and stand-alone Graduate Certificate:*** Based on the extant undergraduate ALIS program, MS-ALIS offers intense training in professional-level language and cross-cultural expertise to develop managerial roles in international organizations. Approved by the Board of Regents, it includes economic and business graduate seminars which GT CIBER will facilitate. This content-based approach distinguishes it from traditional U.S. language programs emphasizing literature and language. The GT Faculty Senate approved Spring 2018 a non-degree Graduate Certificate for professionals through Professional Education. An ALIS Graduate Certificate will be offered in the first 2 years of CIBER VIII.

***c) Upgrade Interdisciplinary Minor in International Business, Language and Culture:*** A new minor, now approved and in implementation phase, starting Fall 2018. It responds to student needs and is designed to offer business undergraduates deeper exposure to language learning, cultural fluency, and work/study abroad. CIBER will be involved in its implementation, with a target of 40 students by 2021.

***d) \*Develop Online Apps for Language and Cultural Learning:*** In collaboration with the College of Computing, GT CIBER will develop and implement new tools to support language and cross-cultural proficiency. The first tool will be a cross-cultural negotiation simulator which will include a linguistic-distance simulator, already designed and scoped. Years 1, 2 and 3 are designated for coding, testing and debugging. By year 4, the tool will be in general release and self-funding.

***e) \*Expand ACTFL Proficiency Testing to Georgia Tech Overseas Campuses:*** In phase VIII, GT

CIBER supports expansion of ACTFL proficiency testing (procedure to assess functional speaking ability) to students taking courses in the 2 main GT overseas campuses, Lorraine and Shenzhen.

***f) Create a Minor in Middle Eastern and North African (MENA) Studies, jointly between the School of History and Sociology, School of Modern Languages and Sam Nunn School of International Affairs:***

Housed in the School of Modern Languages, this new interdisciplinary minor is designed for undergraduates in business, military, government and other careers relating to the MENA region.

Minimum proficiency in Arabic or Farsi required. CIBER will support business-related course creation.

***g) Spring Semester in French Science and Sustainability (Smart cities-focus) at GT Lorraine***

***campus:*** building on the undergraduate course offerings extant in Metz, France, a Spring semester of select classes will be offered to expose our undergraduates (all disciplines) to the theme of Science and Technology in Europe (as evidenced through a smart city focus). Full Georgia Tech credit granted for courses taught by GT professors. This allows targeted expansion of language offerings at our overseas campus. CIBER will support the development of new curricular material.

***h) Spring Semester in Chinese Science and Sustainability (smart cities focus) at our GT Shenzhen***

***Campus:*** Similarly patterned on g) above, the language and culture emphasis will be Chinese. This program will be offered in Spring 2018 and subsequent years, supported by CIBER.

***i) \*Support University System of Georgia (USG) introductory-level online instructions in critical***

***languages (1) open to qualified high school students, (2) to adults and professionals, offered by GT***

***Profession Education:*** Designed to promote a language proficiency designation through the use of on-line courses. Georgia Tech is a leader in MOOC-based education through initiatives outlined in Provost Rafael Bras' *Commission on Creating the Next Education*. This approach will benefit motivated high school students whose schools do not offer sufficient language offerings.

***j) Develop Advanced-Level LCTL (Less commonly taught languages) courses in business:*** The

objective is to provide 3000 and 4000 level in Mandarin Chinese, Persian, Arabic, Korean and Japanese. Each language stream will add two higher level classes per year during the grant year.

***k) Establish a Language for Business Technology (LBAT) Pedagogical Workshop for Instructors:***

The School of Modern Languages has developed a unique strategy of intensive in-country immersion in a foreign language in Senegal, China, France, Germany, Japan, Russia, Mexico, and Spain. This multi-track Languages for Business and Technology (LBAT) programs, created in 1995, consist of 6-10 weeks of intensive study in the target language. Offering faculty development workshops for LBAT programs, every other year of the grant program design, to our MSI partners and other interested colleagues includes faculty shadowing for future LBAT faculty leaders. Infusing the sustainability dimension is an option for workshop participants.

***l) CIBER Consortial Business Language for Specific Purposes Conference:*** GT CIBER continues participation in this value-added consortial effort to provide a research-driven platform for business, science and technology language professionals and share curricular and programmatic innovations. Conferences will be held in 2020 and 2022 with a contribution from each CIBER.

***m) Business Language Research Teaching Consortia Awards for faculty:*** Designed to incentivize language instructors, these awards are given out at the biennial CIBER Consortial Business Language conference (l, as above). They represent a recognition of outstanding language teaching in the CIBER consortial network but are open to all presenters at the conference.

***n) Business Language Case Competition:*** In partnership with Brigham Young University and its CIBER Center. This is a unique opportunity to give undergraduate students a chance to present an international business case in the selected foreign language. This event occurs every other year.

## **Program Element II: Advancing International Business Specialization in a Digitizing Academic Environment**

Program Element II selects impactful *degree-seeking* and *student-centered interrelated* modules (a through j) allowing *greater specialization and substantive depth*, reflective of Georgia Tech's *unique strengths* in business-related disciplines, under Dean Maryam Alavi. Phase VIII builds on a pattern of cross-unit collaboration between SCOB, the Ivan Allen College of Liberal Arts, and the College of Engineering. The GT CIBER Core faculty, with over 50 faculty members, guarantees curricular interdisciplinarity and creativity. Note the expansion of participation by business majors in the GT-wide International Plan, new residencies for EMBA-Global and EMBA-Management of Technology programs with an annual intake of 100 executive students, responding to global market demands. Of note also is our expanded commitment to Georgia Tech IP (International Plan) multi-year initiative for the entire student population, led by Ms. Amy Henry (Director, Office of International Education). IP participants achieve a higher level of cross-cultural and linguistic competency with paid work experience abroad and take advantage of some the 48 campus wide study abroad programs offered.

**a) Enhance Scheller College of Business International MBA Practicum Program:** With a proven record of success, this project-driven practicum takes full-time and evening MBA students to three country destinations and has exposed over 320 full-time and evening MBA students to real-world international experience. This semester-long consulting experience, led by country-region business experts, offers our students the opportunity to solve real-world international business problems. In Phase VIII, the program will be extended to all MBA full-time students. The number of destinations will be doubled over a 4-year period and will include GT Lorraine and the Georgia Tech Shenzhen Campus.

**b) GT Executive MBA (EMBA) China Residency:** Executive students take part in the China residency

and complete team projects in China for US firms. We propose to increase the participation (visits, projects) of U.S. corporate sponsors for the 10-day experience with delivery of projects upon completion. This residency includes a 3-day intense course in Global Leadership-Conducting Business in China offered through the Beijing University of Posts & Telecommunications (BUPT).

**c) GT Steven A. Denning Technology & Management (T&M) undergraduate program: Increase international engagement:** This 2-year undergraduate program for selected students in an integrated program while preserving depth in their major requires more international engagement. We propose during the grant period to deepen and require the experience to all of the selected students who are also scholarship holders. The international experience is China-focused with a residency with classes at Shenzhen University (SZU), near GT Shenzhen Campus, a joint project with Chinese students at SZU and a certificate credential in Conducting Business in China from SZU.

**d) TI:GER (Technology Innovation to Generate Economic Results, NSF-funded) Program:** TI:GER is a unique approach to prepare graduate students for the challenges of commercialization of new technologies and delivering innovative products to the marketplace. Combining select doctoral engineering (from our nine engineering schools), Scheller MBA and JD students (from nearby Emory Law School), to bring a commercialization project to fruition. CIBER proposes to extend the international scope by engaging with university and corporate innovation programs in Europe and Asia, in the forms of joint commercialization projects and targeted visits, over the next four years, targeted particularly the techno-clusters co-located in the GT European and Chinese extension campuses.

**e) Faculty Development in International Business (FDIB):** Given our regional foci, we have selected to collaborate consortially with the University of Connecticut in its FDIB to Ireland, “Ireland: An Economic Renaissance” (where Georgia Tech has an industrial research link with the National University of Ireland-Galway) in years 1 and 3 of the grant project and with the University of Miami

CIBER in its FDIB to Central America, “ Rediscovering the Americas” in years 2 and 4 (with a focus on Costa Rica and Panama where Georgia Tech has two research center operations in trade and logistics). CIBER will support our MSI partner institutions sending faculty on these FDIB trips.

**f) CIBER Consortial Case Challenge:** Collaborating with the University of Connecticut CIBER, this successful case challenge brings teams of 4 undergraduate students from around the world to compete on an international business case. We will select Georgia Tech undergraduates to compete and also co-sponsor two undergraduates from one of our MSI partner institutions.

**g) Infuse Global Dimension in Minor in Leadership Studies:** this minor, offer through the Institute of Leadership and Entrepreneurship, is designed to provide students with in-depth knowledge of leadership theory, skills and experience through multidisciplinary offerings. It is offered in 3 tracks: business, engineering and public policy. We propose to apply the Global Engineering Leadership model to the business and public policy tracks with enhanced international offerings over the duration of the work program, providing needed incentives.

**h) Apply Problem-Solving Learning Technology to IB in Business Ethics, Innovation and**

**Sustainability:** Building on a FIPSE-funded grant to create a software program

(<http://reflect.gatech.edu/>), GT CIBER in collaboration with Prof. Hoffman, expert in logic and director, Center for Ethics and Technology, School of Policy, will create a global classroom website in which small student groups, over the life of the grant, can study and work together in solving complex sustainability and ethics issues with an international business focus (“wicked problems.”). Students will be able to conduct further research following such engagement in deep learning

**i) Strengthen the IP (International Plan) Program:** The International Plan

([https://oie.gatech.edu/ip\\_welcome](https://oie.gatech.edu/ip_welcome)) is Georgia Tech's globally-focused degree designation, recognizing students, in all disciplines, who have committed to making global competence a core

part of their GT experience. IP was created in 2006 with support from GT CIBER. Georgia Tech has also established nearly 252 partnerships with top universities (with a large number of technical universities) overseas in which IP students can study for one or two semesters to meet the IP requirement (see *Appendix 3-A*). A need for a new cross-campus course for all IP enrolled students, Global Economics, has been identified to circumvent existing course registration restrictions. CIBER will incentivize the creation of such course in the Scheller College. Additionally, the goal for this CIBER Phase is to increase the participations of undergraduate degree recipients in the Scheller College of Business to 25% of the total student base, roughly 3% a year. This program ranks as number 1 in Georgia in the Poets & Quants 2017 rankings. On average, nearly 55 Georgia Tech students graduate with an IP designation a year and some 950 are enrolled at any point in time in the student body at large

*j) Faculty Curricular Awards:* To deepen offerings in the initiatives laid out above and other curricular undertakings to reflect the changing global business environment and the factors identified in the model supporting this grant application (*App. 1-E*), a competition for funding of select faculty application for curricular and/or course development will be held every other year.

**Program Element III: Expanding Utilization of the Georgia Tech Global Campus Model:  
Faculty and Student Engagement for Global Reach at a Technology University**

Guided by the 2017 Georgia Tech *Global Positioning Strategy*, we seek to leverage the network-connected hub of international research facilities (two international campuses and several regional centers) established by Georgia Tech. In so doing, in CIBER VIII, we further seek to enrich and complement the new and expanded curricular and degree-oriented efforts in Program Element II. With physical plant and staff, and a determined commitment to high international visibility for a technology university of the 21<sup>st</sup> century, we have leveraged this hub to best advantage to meet the mandates of



Title VI (<http://www.global.gatech.edu/locations>). Program Element III encourages fuller student and faculty-centered activities which *support international mobility*. These initiatives reflect *Georgia Tech's Strategic Plan* which stresses as an essential element (Goal #4) global engagement by “the student body is the soul of Georgia Tech and the mark of our success,” and the centrality of global competence, through “international intellectual experiences that enhance the research and teaching missions of the Institute.” These eight modules lean on the collective and cross-campus expertise of thirty *Georgia Tech Global Fellows* who work interactively with the GT CIBER team (See *Appendix I-F*). Since 2014, over 50 tenure-track professors with international business-related teaching and research expertise have been hired in the SCOB and IAC. The GT CIBER Core Faculty Group (*Appendix I-D*) has expanded to include many of those. Eight interrelated modules address the central components of the Georgia Tech internationalization model and respond to the legislative mandates of Title VI, Section 612. As *Appendix I-C* (the *master matrix*) denotes, they respond to the Congressional mandates (national/regional resource center, critical languages and fields, training to students, academic outreach) and mandatory activities of 612 (c) (1) and the two competitive priorities.

**a) # Work Abroad: Global Internship Program:** This program is a unique feature of Georgia Tech, leaning on 110 years of co-op education experience. As more U.S. employers look for college graduates who can work in diverse setting and approach problems from multiple perspectives, Georgia Tech seeks to insure that its students gain practical, work-related experience in their fields. This program facilitates short-term work experiences internationally. 188 students took advantage of this paid Global Internship Program in 2017. The 2017 Global Positioning Strategy of Georgia Tech sets a goal of 250 global interns for 2020. GT CIBER, working with Jennifer Baird, director, will (a) offer three to four mobility stipends per year to qualified students, encouraging minority students to take advantage of this unique opportunity,

(b) support expansion to destinations where GT overseas campus facilities are located and, in addition, S. Korea and Israel based on demand.

***b) Extend utilization of the Lorraine European and Shenzhen Chinese Extension Campus:*** as noted in I (e, h, g): We will support, through faculty curricular awards, the effort to offer management, applied social sciences, and language and culture course offerings at these two campuses. This will insure maximum utilization for full credit by our undergraduate student population.

***c) Global Engineering Immersion Program:*** Spearhead by Dr. T. Zhou, Professor of Electrical and Computer Engineering, Director, Georgia Tech Campus, we will expand support for the *Tri-Continent Certificate* (Atlanta, Lorraine, Shenzhen campuses). This tri-continent certificate program recognizes Georgia Tech graduate engineers' overseas period of study and work. We are proposing to expand and adapt components of cross-cultural management to this certificate program.

***d) Deepen business-related offering at GT Shenzhen campus:*** A two-fold initiative here, at no cost to CIBER, to offer an annual graduate case-driven class in innovation and entrepreneurship by leading strategy professor Dr Frank Rothaermel and to leverage the Georgia Tech East Asian Program, led by area expert Dr. Brian Woodall, by offering their targeted courses on the East Asia region.

***e) GT-Peking University doctoral biomedical joint doctoral program and pending joint masters in Earth and Atmospheric Sciences:*** We aim to expand cross-cultural and language to this highly select and targeted program offered by the W. H. Coulter Department of Biomedical Engineering (Prof. C. Zhu, Director of International Programs) in collaboration with Emory Medical School in partnership with Peking University. The GT program lacks cross-cultural training. We will provide training modules, encouraging doctoral students to seek the GT graduate certificate in international management as a further credential to achieve this goal. The same approach will be used with our

pending joint degree with Peking in earth and atmosphere sciences (Prof. Sally Ng, Earth and Atmospheric Sciences).

*f) GT Costa Rica Center for Productivity:* This GT branch location will serve as location for an FDIB we undertake jointly with the University of Miami, focused on sustainable logistics, cybersecurity; we will also encourage our faculty to execute field research in global supply chain in these locations (*Appendix 2-F, Prospective Faculty-Research Capacity*).

*g) GT Republic of Panama Logistics Innovation Research Center:* Similarly, we will incentivize faculty and students to conduct field research in global supply chain innovation in this location, the logistical Asia-Pacific gateway to the Eastern Seaboard, particularly the Georgia Ports of Savannah and Brunswick.

*h) Semester-length undergraduate classes at GT Overseas Campus locations:* Building on module (d) above, the objective is to offer annually a full semester complement of undergraduate social science, language and culture, international management courses at the two GT overseas campus. We will work in collaboration with the Office of the Vice Provost for International Initiatives (Dr. Y. Berthelot) to reach this goal of five undergraduate regular class offerings per term by 2021, supporting with faculty travel awards and curricular awards.

#### **Program Element IV: Optimizing GT's Research Strengths: Global Innovation, Sustainability, Security and Fluency**

*a) Research Axes:* The research axes for Phase VIII reflect a four-fold emphasis selected in consultation with our Advisory Council, and individual meetings with leading faculty colleagues. The general research approach adopted is based on a simplified model (see *Appendix 1-E*) of four core drivers of U.S. competitiveness and leadership in global value chains viewed through the prism of Georgia Tech's research strengths and assets. (i) *Global Innovation and US enterprise generation:* This

is a primary concern of Georgia Tech's innovation-led ecosystem, particularly with disruptive technologies (see the four technology sectors of focus selected for this application). The Enterprise Innovation Institute (EI2) of Georgia Tech, located at TechSquare adjacent to the Scheller College of Business and GT CIBER, is the business outreach organization which serves the goal of expanded local, regional and global outreach through numerous specialized programs such as ATDC, the state technology incubator (ranked among the top 12 in the world), VentureLab (ranked second in early phase university incubators), the Georgia Manufacturing Extension Partnership, GT's 20 corporate innovation centers, among several others. EI2 is represented on the GT CIBER Advisory Council by Mr. Carl Rust and provides guidance insuring CIBER programs impact the global dimension of EI2 work. (ii) Business sustainability and firm resilience are a key component of US global competitiveness and one of the central foci of Georgia Tech (<http://www.news.gatech.edu/features/what-does-sustainability-mean-georgia-tech>). Made evident by its multi-year Quality Enhancement Plan focused on "sustain-lead-serve" and the establishment of advanced research centers such as the Ray C. Anderson Center for Business Sustainability, a GT CIBER sister center at Scheller; and the Brooks Byers Institute for Sustainable Systems. (iii) Security understood in its broad sense, inclusive of economic security (job retention, greater international market access; fair competition, reshoring), data security (cybersecurity, data privacy and intellectual property protection) and resilient critical US infrastructures. Georgia Tech deploys significant resources on this topic through the Institute for Information Security and Privacy; the Center for International Strategy, Technology, and Policy as well as the Business Analytics Center, among others. A new cross-campus task force on the salient research issues of guaranteeing resilient infrastructures was put in place by Regents Prof. Seymour Goodman (International Affairs and Computing) and Prof. J. Bankoff (Chair, Sam Nunn School of International Affairs). (iv) Global agility: embodied in the notion of global

mindset to navigate international economic waters and taking the form of a workforce adequately trained to respond to the challenges of more complex global economic interdependence. We have canvassed faculty across our university to identify faculty capacity and research interests matching the research axes selected for Phase VIII's application (See *App. 2-F*, List of Research Areas and Interests of Select CIBER-Contributing Faculty at GT CIBER, 2018-2022).

***b) International Business Lecture Series:*** to capture the research axes' themes we will insure, in partnership with our Jean Monnet European Center, our Center for International Strategy, Technology Policy, Institute of Leadership and Entrepreneurship, China Research Center at Georgia Tech, and Ray C. Anderson Center for Business Sustainability that a series of two international business CIBER guest lectures are offered and open to the community at large.

***c) CIBER Core Faculty and Experts:*** We have identified the list of faculty and researchers whose research bears on this application and who are CIBER-connected by virtue of past or present involvement (see *App. 1-B* for bios). Additionally, we work closely with our four CIBER Regional and four CIBER Technology Teams (see *App. 1-D*) designed to promote interdisciplinary, guide and review CIBER research initiatives.

***d) CIBER Annual Faculty Research Awards:*** a selection committee made up of the Associate Dean of our two key parent colleges, CIBER key faculty, and two professors rotated annually. Three to five awards are made every year to further the research themes identified and to contribute to a new emerging paradigm of international business-related research.

***e) GT CIBER Visiting Scholar Program:*** The GT CIBER center has hosted one or two visiting or research scholars from overseas partner institutions (see 3-A) for the past 16 years, at no cost to the Center.

**f) GT CIBER Working Papers:** GT CIBER produces annually through research conferences it organizes or sponsors some 40 working papers. We will continue deploying this multidisciplinary effort.

**g) Expand employability of doctoral candidates in international fields:** two workshops a year will be organized for our doctoral students to develop a stronger pipeline in research areas lined up with our four axes and led by Prof D. Liu. GT CIBER will also continue supporting the annual AIB-South Division's conference and its doctoral workshop

**h) Biennial Multinational Enterprises and Sustainable Development (MESD) Conference:** MESD is a well-established research conference in a non-CIBER consortium between Georgia Tech and the graduate school of ICN, Lorraine, France to create and diffuse research knowledge on strategies of multinational enterprises pertaining to sustainable development, recognizing the importance of the private sector (<http://www.mesd.org/en/presentation/welcome.htm>). An international conference is held every other year on research topics which captures Phase VIII's first research axis. This event is at no cost to the funding request.

**i) China Goes Global Consortium and annual Conference:** Created in 2004, the Chinese Globalization Association is a partnership between Georgia Tech CIBER, the University of Adder, Norway, Rollins College of Florida, Jacobs University of Bremen, Germany, EM Graduate School of Lyon's Shanghai Campus, and Harvard University Kennedy School's Asian Studies Center (<http://www.chinagoesglobal.org/>) A research conference is held once a year focusing on the impact of Chinese economic globalization, particularly for the U.S. economy. This event is part of the CIBER North Asia research program and is self-supporting bearing with particular salience on how to take up the challenge of Made in China 2025 for the United States.

**j) REER (Research Engineering Entrepreneurship Roundtable):** Led by Prof. M. Ceccagnoli, Director of TI: GER (an original NSF-supported program), an original NSF-supported program), and Prof. A. Oettl, this prestigious conference, now going into its nineteenth year, brings together leading international scholars in technology creation and transfer and diffusion activity between economic actors across borders, in support of the first research axis. CIBER will co-host and sponsor this highly targeted research colloquium.

**k) Research Collaboration with GT Institute for Information Security and Privacy:** Working with Prof. Peter Swire, nationally renowned expert on data privacy and cybersecurity, we will organize seminars on the question of the newly implemented European Union General Data Protection Regulation and its impact on U.S. firms as well as the rise of Chinese data nationalism.

**l) Center on Next Generation Logistics in collaboration with National University Singapore:** This GT Center created by Prof. C. White, Industrial Systems Engineering School and GT CIBER Advisory Council: member. GT CIBER will participate in a multidisciplinary team encouraging business faculty research on the supply chain and logistics industry in Singapore and lessons for U.S. critical infrastructures.

**m) Scheller College Business Analytics Center:** Working with Prof. Keith Werle, Professor of the Practice and Center Director, a doctoral project on applying business analytic techniques to country risk analysis for global supply chain risk exposure will be encouraged during the four-year grant period.

**n) Critical Infrastructure:** GT CIBER will support a seminar series undertaken by the Sam Nunn School of International Affairs on resilience of U.S. critical infrastructure and global competitiveness led by Prof. J. Bankoff.

o) ***GT-China Research Center***: In conjunction with GT CRC, headed by Prof. H. Lu, GT School of History and Sociology, GT CIBER will support one research conference of the International Consortium for Chinese Studies.

p) ***Techno-Competitiveness Indicator sand Geographic Mapping of Innovation Patterns***: GT CIBER and the Technology Policy Assessment Center (Prof. A. Porter, co-director, TPAC) will continue their association to produce international high technology competitiveness indicators and forecasts of emerging technologies (by industry and by country).

q) ***IB Research Opportunities through the Undergraduate Research Opportunities Program (UROP)***: working with the office of Dr. Christopher Reaves, Director, Center for Academic Enrichment, GT CIBER will sponsor annually two senior undergraduate research projects focused on one of the research axes identified.

#### **Program Element V: Producing Responsible Managers: Globally-Focused Servant Leadership**

In Program Element V, eight interrelated initiatives address objectives responsive to the curricular, research, and national resource center mandates of Title VI (see *App. 1-C*). As part of its ten-year Quality Enhancement Plan for student learning and as reflected in its motto, “Progress and Service,” the university has long valued positive engagement with communities near and far. The Office of the Provost has freed considerable resources to propel the Serve. Learn. Sustain plan and to institutionalize a culture change making it a core value along with global engagement. It aims to equip students and other constituents with the knowledge ad capabilities effectively to address global and local sustainable challenge (environmental, cultural, economic). In so doing it aims to create sustainable communities emphasizing service learning and community engagement. The collaborative efforts outlined in Program Element V find root in this process, emphasizing the global dimension of sustainable



communities. CIBER's contribution will require minimal grant funding but rather a center staff commitment and action.

**a) *Global Social Ventures Competition:*** In alliance with our CIBER sister center, the Institute for Leadership and Entrepreneurship, we offer a modest CIBER prize for the best Eastern seaboard region student team global start-up business plan.

**b) *#Collaboration with Kennesaw State University's United Nations CIFAL Center:*** working with the CIFAL Director, Ms. Newhall, we will offer one summer student internship for a GT undergraduate student to gain work experience at one of the UN CIFAL Centers either in Europe or Asia... Founded in 2004 at Georgia Tech, CIFAL Atlanta's mission is to strengthen the capacities of private sector and government actors in the area of economic development and environmental sustainability.

**c) *UN Regional Center for Expertise (RCE) on Education for Sustainable Development-Georgia:*** This newly designated center is housed at Georgia Tech and is an alliance of several local universities leading the process: Georgia Tech, Spellman College and Emory University. In collaboration with Dr. J. Hirsch, Director, Serve.Lead.Sustain Center and M. Oxman, Director Anderson Center for Business Sustainability, we join a task force to develop a business engagement network to support the UN-RCE. We leverage CIBER's extensive corporate network (mailing list of 12,000, half corporate) while establishing a catalog of UN-related sustainability expertise in the area for business users.

**d) *Internationalizing Program Content of the Engineering for Social Innovation (ESI) Center, College of Engineering:*** ESI aims to develop student-run projects to help certain populations domestically but also, importantly, at the bottom of the pyramid in frontier economies through hardware and software, app. development solutions. Working closely with Dr. Joy Harris of the

College of Engineering. CIBER will join forces with ESI in selecting projects which can both solve bottom of the pyramid problems while finding commercializable solutions for these lasting problems. CIBER will also insure that more business undergraduates join these problem solving project teams.

***e) Support the Global Leadership-Living-Learning Community (GLLC):*** The GLLC is designed for freshman to helping them gain knowledge, skills to problem solve in international contexts. Small, rotating teams of students will consider one of the 17 U.N. Sustainable Development Goals to determine what leadership looks like in addressing one goal. Students take a Global Perspectives Inventory, pre and post. About 10% of the freshman class participates. CIBER will contribute occasional speakers to the GLLC class on global topics of relevance and support two MBA students to lead teams.

***f) Provide the global dimension into “Create-X-Learn,” a cross-university enterprise creation initiative for students:*** Create-X is a faculty-led, student-focused program to instill entrepreneurial confidence in GT’s students. Divided in 3 programs: Learn-Make-Launch, focused the “learn” (tools dimension.) Students receive some initial seed funding. CIBER will work with Dr. J. Harris, Engineering, director Create-X-Learn to insure that international business issues (such as global startups) are reflected in the content.

***g) CIBER will promote a series of global sustainability-focused Study/Summer Abroad Programs:*** Sustainability in Japan Summer program, (Prof. Woodall), Italy Climate Change Program (Prof. Massetti); Language (LBAT) Sustainability Program in Germany (Prof. Kallin); Language (LBAT) Sustainability program in Spain (Prof. Galloway).

***h) Participate in the newly founded Global Change Initiative Program:*** To round up this set of related programmatic offering, we will work with Prof. Kim Cobb, School of Earth and Remote

Sciences in the implementation of the GCI. CIBER will collaborate by joining the Climate Change Fellows which build on the model of the ongoing Serve-Lead-Sustain program to foster research multidisciplinary. Collaborating with the GT Global Change Initiative (<https://globalchange.gatech.edu/>), CIBER will commission international business-oriented case studies which will consider how global enterprises address climate change.

**Program Element VI: Meeting CIBER Stakeholders' Needs: Local Adaptation to a Fast-Changing Global Market and Workforce:**

Atlanta is recognized as a major hub for startup companies, as *Forbes* noted in an October 8, 2017 article. One of the major reasons is the amount of resources available in Georgia Tech's rich education ecosystem, and its Advanced Technology Development Center. Growth innovation clusters are now in evidence in Fintech, Marketing Tech, biotech, Edutech, and a booming film-making industry. Georgia Tech CIBER works within this innovation ecosystem at TechSquare. It creates heightened awareness through country-market, issue-specific and technical programs to enhance global competitiveness. As an example, the annual Georgia Tech Global Business Forum, a 2-day event, focuses on a regional market and attracts an average of 150 business participants. GT CIBER reaches out to MSI and technical colleges as part of the Center's commitment. GT CIBER has allied itself with communities, business associations, technology companies, and economic development agencies (*Appendix 3-B*). 10 new program modules are proposed to fill gaps identified by our Advisory Council's needs analysis.

a) ***Georgia Tech Global Business Forum***: Our trademark CIBER event which has attracted a large following of executives, professionals, academics and students. This 2-day forum, supported by sponsorships from the business community, each year highlights a different regional and technology market as well a macro international business issue. In Phase VIII, reflecting our priorities and the mandates, topics planned are as follows. Year 1, The **North American Innovation Ecosystem**:

**Sources of U.S. Regional and Global Competitiveness; Year 2, Northeast Asia, Core of Industry**

**4.0: Preserving U.S. Technological Leads and Responding to “Made in China 2025;” Year 3:**

**Transatlantic Data Privacy and Digital Protectionism: Implications for U.S. Firms; Year 4: India**

**and South Asian Frontier Economies: Outsourcing and Reshoring: U.S. Strategies.** This program is designed to attract a mix of business executives and academics as well as students who have a special interest in the regional markets.

b) ***USA India Business Summit:*** Complementing the global forum, we have also recently teamed up with UIBS and Advisory Council member, Ani Agnihotri, to organize a 1-day US-India business forum yearly that has become a premier event with this focus. This is at no cost to GT CIBER and supports further exploration of new market potential.

c) ***Leverage GT European Platform to Reflect Joint US-European Commercial Innovation:*** The Lafayette Institute is housed in a 20,000-square-foot building on the GT Lorraine European Campus. A joint NSF-CNRS mixed research lab to support US technology spin-offs. GT CIBER supports the MBA Global Practicum consulting projects for US firms’ market product adaptation and expansion in Europe. In this we will be guided by Engineering Prof. Bernard Kippelen, Director of the Institute.

d) ***Consortial Multi-Year Program for International Expansion for High-Growth Technology Ventures:*** I-Corps is created to accelerate the economic and societal benefits of NSF-funded, basic-research projects that are commercialization-ready. GT Venture Lab manages I-Corps at Georgia Tech. GT Venture Lab has generated over 300 startups in the Atlanta region, at the rate of 25 per year (<http://venturelab.gatech.edu/>). GT CIBER, in alliance the University of Connecticut and George Washington University, will offer a series of workshops and trade missions for I-Corps firms expanding their businesses overseas. During year 1, a needs assessment is conducted to identify topics, contents and delivery methods. We will invite entrepreneur-owners of I-Corps firms to

provide input and participate as presenters, workshop leaders, or panel members. Working with us is Prof. Keith McGregor, Director, I-Corps Node South, Professor of the Practice, GT College of Computing.

***e) IoT (Internet of Things) for Manufacturing:*** Workshop on Scaling IoT for Globally-competitive Manufacturing: In collaboration with Advisory Council Member Dr. Alain Louchez, Director, Georgia Tech Center for the Development and Application of Internet of Things Technologies, we will organize two industry workshops addressing global opportunities for U.S. manufacturing firms to maintain techno-leadership and address reshoring as well as trade creation. Industrial IoT is described as the next US competitive advantage.

***f) #Multi-Year Support for G-LIBER (Global Logistics and Business Education & Research, Savannah State University (SSU):*** Working in continued collaboration with our MSI partner, SSU, we will grow this synergistic relation (providing speakers, curricular materials, corporate network) with the G-LIBER center, a success story, created in part with GT CIBER support, as its newly created BS in Global logistics degree program. Dr. Suman Niranjana, Director, Prof. of Supply Chain Management, is our partner in this relationship which impacts on Georgia Ports.

***g) # Support the creation of a Global Value Logistics and International Business Education & Research Center at the University of the District of Columbia (UDC):*** We will create a similar program for our MSI partner UDC, the only HBCU in the District of Columbia, leveraging the recent appointment of two GT CIBER partner professors at UDC, Prof. Anshu Arora and Prof. Amit Arora, originally involved in the establishment of the SSU G-LIBER (see f, above).

***h) Leveraging international student organizations:*** As is often the case the resource represented by international students on campus is poorly utilized. Prof. McIntyre, GT CIBER director, is advisor to the Georgia Tech Fulbright Student Association (the largest in Georgia at 70

members) and founder of the GT AIESEC local committee, created in 1988. Capitalizing on these organizations to integrate them in the various seminars, student outreach programs and participate as extensively as possible.

***i. # CIBER Minority Serving Institutions (MSI), Community Colleges Consortium (CMCC):***

In alliance with the University of South Carolina, established partner of GT CIBER, and 8 other CIBER schools, CMCC is created to lead, host, fund and manage national-level international business activities designed specifically for faculty, administrators and students of MSI/CC and other underrepresented institutions. Designed as a progressive internationalization of activities over four years of funding incorporating various FDIBs, IB course development, faculty research awards, faculty and student study abroad programs run by various consortium members.

***j) # Southeast US Consortium for Globalization Business Education for MSI and CC:*** Georgia

Tech CIBER will expand our existing effort with the University of South Carolina joined by the University of Miami as co-leads of this regional MSI internationalization initiative with twenty HBCU-MSI networked to the three host institutions. We continue our partnership in this regard with Georgia Tech's long-standing HBCU/MSI Outreach Initiative and also the Nine University and College International Studies Consortium of Georgia, headed by Raj Shasti of Middle Georgia State University. In Year 1, Georgia Tech, USC and Miami faculty will offer a two-day FDIB seminar, held in Atlanta, to provide an introduction to internationalizing the curriculum. In Year 2, GT CIBER will host a conference on the creation of overseas internships. In years 3 and 4, select MSI and Community College faculty will be sponsored to attend one of our partner Faculty Development Programs in International Business (FDIB). This 4-year follow-through mentoring program, working with a smaller number of regional institutions. Universities such as Savannah State University, Spelman College, Albany State College, are direct MSI partners.

## **Program Element VII: Contributing to Georgia's Global Economic Growth Objectives**

GT CIBER leverages a 25-year record of extensive *coordinated outreach efforts* with Southeast federal, state, local economic development institutions and community organizations. The Global Trade Division of the Georgia Department of Economic Development (Hon. P. Wilson, Commissioner), the regional U.S. Export Assistance Center (Mr. T. Strauss, Director), and the Metro Atlanta Chamber of Commerce's International Department (Mr. J. Fernandez, VP International), as well as several key regional bi-national chambers of commerce or business associations (such as FACC, JASG, GIACC, NACA, WTC), are partners in these business outreach efforts. We work with Georgia Tech's Enterprise Innovation Institute (Mr. Carl Rust, Strategic Partner Officer). EI<sup>2</sup> provides support for start-up technology companies as well as venture capital and product adaptation for internationalizing innovative companies, through a network of 9 Georgia regional field offices and interface with the Technical College System of Georgia first-line level operators for manufacturing firms. We also work with a network of MSI/CC partners as well as an HBCU outreach program established by GT 20+ years ago with 24 HBCU schools.

We rely heavily on Georgia Tech's global campus and its facilities as well as on the eleven Overseas Offices of GDECD and some 12 major local bi-national Chambers of Commerce. *App. 3-B and 3-F* present lists of GT CIBER economic development partners to deliver outreach programs. *Appendix 3-D* presents our linkages with our International Branch campuses. Georgia Tech is uniquely positioned to support the economic development of the state of Georgia, instrumental in attracting major corporations and startups, generating significant commercialization of research ideas, assisting entrepreneurs in getting their business off the ground and is organized accordingly. GT CIBER fits in this overall innovation ecosystem and provides a bridge between academic departments and the economic development units essential to internationalization of business education, research and

outreach contained in the Title VI mandates. *Letters of support* from the Governor of the State, the Commissioner for Economic Development, the Mayor of the City of Atlanta, members of the Congressional delegation, and the President and Vice Provost for International Initiatives of the Georgia Institute of Technology, as well as the chief globalization officer of our large-scale university partner, Kennesaw State University, in co-delivering various programs to its 35,000 student body (*Appendix 2-C*). We have featured fourteen program modules in this element.

**a) # *Global Commerce Internship Opportunities*:** GT CIBER will facilitate the placement under-represented students in business internships with our outreach partners, the Georgia Department of Economic Development and the Metro Atlanta Chamber on a quarterly basis.

**b) *NDEC: National District Export Councils CIBERs Consortial Partnership*:** This initiative partners all CIBERs with a DEC and their Annual DEC Leadership Conference held each fall in Washington, DC. This program enables participants to engage with 1500+ policy makers, business people, trade organizations and educators from across the U.S. GT CIBER is connected to the Atlanta DEC through its Advisory member A. Agnihotri, member.

**c) #*Export-U3 Promoting the use of a webinar export training tool*:** GT CIBER has experimented with Export-U3 designed by R. Erwin, SBDC (*App. 1-A*) and is now ready to broader diffusion as a quick way of mastering the basics of exporting by U.S. small and medium-sized firm. In collaboration with Mr. Erwin GT CIBER will promote its use to our partners at the US Southeastern Trade Adjustment Assistance Center, based at Georgia Tech, our MSI/CC regional network as well as our Technical College System of Georgia partners.

**d) *Orbital-Global Cities Initiative*:** In collaboration with the Metro Chamber's consortium of professional associations and corporations of which GT CIBER is a member to define a strategy to achieve global status for the Atlanta mega-region with particular attention to attractiveness for job-



creating inbound foreign direct investment in high-tech and manufacturing sectors. GT CIBER, over the life of the grant, will seek (a) to assist The Metro Chamber and its Global Commerce Committee members to identify the foreign market clusters most likely to match the competitive industrial and techno-innovation sectors of Metro Atlanta, (b) which industrial sectors should be prioritized as part of a coherent inbound foreign direct investment strategy, (c) which foreign markets are most likely to respond to a concerted approach, and (d) consider the best approach to insure inbound investment retention. Georgia Tech CIBER can best leverage the extensive resources of the global innovation ecosystem of Georgia Tech which marries so easily research, teaching and industry in all its programs to harness it to Orbital/ Global Cities Initiative. A resource person for GT CIBER will be Mr. Max Bouchet, Senior Analyst, at the Brookings Institution's Global Cities Project, Washington, D.C.

*e) SETAAC: Southeast Trade Assistance Adjustment Center for the Southeast:* The Southeastern Trade Adjustment Assistance Center (Mr. M. Hannah, Director), based at Georgia Tech, is chartered to assist manufacturers in developing and implementing turn-around strategies to cope with increased unfair competition resulting from foreign imports. SETAAC serves an eight-state region of Alabama, Florida, Georgia, Kentucky, Mississippi, North Carolina, South Carolina and Tennessee. In Phase VIII, GT CIBER will conduct export workshop, as requested by SETAAC on issues relating to trade adjustment and remedies.

*f) Georgia Manufacturing Survey:* Working collaborative with Dr. J. Youtie, of the Georgia Manufacturing Extension Partnership (GaMEP), located at Georgia Tech, who runs the annual manufacturing survey, we will insure (i) that this essential policy and statistical tool includes and refines, over four years, more focused questions on the international potential and practices of surveyed firms and (ii) is more broadly diffused through our various CIBER networks.

**g) ICEdge:** Intercultural Communications Edge was born in 2002 at the then Duke CIBER at the Fuqua School of Business. It responded to the need for a theoretically grounded and empirically validated instrument to assess culture-based communications and train business executives and students in intercultural communication awareness and effectiveness. Respondents receive a personalized, interactive ICEdge profile and recommendations on how to leverage results in the workplace across diverse demographics, cultures and nationalities. Working with Jeff Russell, director, ICEdge, (*App. I-B*), will be tested in the first year in MBA classes at Georgia Tech and overseas campuses, and at partner institutions. In year 2, we will begin to use with executives and encourage its use among our MSI/CC network. In Years 3 and 4, we will assess the tool with its new founders for use in the International Plan.

**h) KSU Online pre-departure cross-cultural orientation for executives:** Our partner, Kennesaw State University and the Office of Global Initiatives there have invested in a tool which provided pre-departure training for students, faculty. We will collaborate in refining, further validating and testing the tool for applications to GT E-MBA students and possible use, later, in the International Plan.

**i) Podcast:** The GT CIBER podcast will be implementing using extant podcasting facilities and expertise at Scheller College of Business. Focused on in-depth IB-related issues of immediate interest to small and medium-sized businesses of the Southeast US as well as pedagogical topics of interest enhancing IB education in regional institutions. Podcasts are immediate and lasting channel to provide up-to-date IB knowledge. The Scheller Business Analytics Center is currently recording a regular podcast with an audience of hundreds. GT CIBER will leverage its extensive list and our sister center's experience to reach a wide audience.

**k) #Technical College System of Georgia:** TCSG supervises 22 technical colleges with a strong focus on workforce development as well as online technical courses. It responds to the needs of

Georgia's corporate citizens, particularly offering manufacturing investors with the manpower needed for defined projects. Working with the office of the Commissioner (Mr. Matt Arthur) and the director the Office of International Center (Dr. Ian A. H. Bond), we will provide two workshops on the international apprenticeship systems of the world and applicable models and lessons for TCSG. TCSG has long expressed an interest in learning from the Europe apprenticeship experience to derive a set of best practices.

***l) # Assistance in Overseas Training Partnership:*** GT CIBER will facilitate the development of a pilot program to send Georgia select TCSG students to European destinations for short period to sample how the apprenticeship system functions. This pilot is designed to add global skills, further to the Governor's High Demand Career Initiative.

***m) Professional Development in International Business:*** GT CIBER has been approached to facilitate a professional development in international business for working GT alumni and other professionals, with a destination in Central and Eastern Europe. The MBA Office is responding to demand from MBA graduates based on surveys conducted. Year I will be a planning year. Advertisement will begin. It will be conducted in Year 2, 3, and 4 at no cost to CIBER.

***n) GT's Enterprise Innovation Institute's Georgia Manufacturing Extension Program:*** At the request of Ms. K. Fite, Director, (See App.1-B), GT CIBER will provide training assistance to the International Soft Landings Program which offers international manufacturing companies interested in expanding their operations in Georgia an opportunity to gain knowledge, mentoring, through an immersion experience. This guidance is essential to have a "soft landing" in the US.

## **II. PROJECT'S NATIONAL SIGNIFICANCE AND MAGNITUDE OF OUTCOMES**

**A. Reviewing the National Significance of the Proposed Project:** We assess the national, regional, and local significance, for phase VIII, for each program element, considering target audiences: students,

faculty, peer institutions, the business community, and government partners. We rely on four sources in assessing national significance: consultation with our Advisory Council; regular feedback from the GT CIBER Core Faculty; periodic program evaluations; CIBER-wide consultations; and guided by the Congressional mandates and AACSB's priorities and specialized studies.

*Program Element I: An Interdisciplinary Approach to Applies Languages and Intercultural Studies for*

*Global Agility in Technology and Business Fields:* Program Element I has national significance

because (a) it provides a national replicable pedagogical for applied languages and intercultural studies model built around the structuring concept of sustainability and innovation , (b) it offers a methodology to overcome resistance to language study and sets in motion exemplary strategies, , (c) it is responsive to the to the American Academy of Arts & Sciences 2017 commission study, *America's Languages:*

*Investing in Language Education for the 21<sup>st</sup> Century*, and diagnosis that “there is an emerging

consensus among leaders in education, science, business and government...that a greater public

emphasis on language education would yield results far greater than any initial financial investments.”,

(d) it is specifically responsive to the growing human resource needs in the fast growing media and entertainment industry in Georgia, finally (e) it also addresses the issues raised by the 2014

Williamsburg Conference on the *Internationalization of U.S. Education in the 21<sup>st</sup> Century*, concluding that U.S. employees lack knowledge of international issues; knowledge of other

languages....undermining our ability to be good citizens, both in our own country and in an

increasingly interdependent world.” In response, Georgia Tech was recognized for its

internationalization strategy. The Institute of International Education (IIE) recognized Georgia Tech

with its NAFSA Paul Simon and Andrew Heiskell Outstanding Award for “Internationalization of the Campus.”

*Program Element II: Advancing International Specializations in a Digitizing Academic Environment:*

Most U.S. students are ill prepared to work, compete, and live in the global community. Few who study abroad are majors in business or the STEM disciplines. Many innovative programs are available but often provide limited cultural immersion, little opportunity to gain second language proficiency, and lack a contextual education. By increasing the number of undergraduates with global competence, the International Plan (IP), with key inputs from CIBER, posits a national model at the core of Program Element II. Program Element II deepens globalization in an array of excellent specialization programs, responsive to the landmark 2011 AACSB *Globalization of Management Education* study, defining globalization of education as a “process of change,” and a “disruptive force of change in management education.” Some 2,215 Georgia Tech students had a significant experience abroad for year 2016-2017 of which 180 were in remunerated work abroad situations as part of their degree and 51% of students graduated with a significant international experience in academic year 2016-2017. Nine hundred students were enrolled in the International Plan degree designation, graduating fifty a year with this credential. Faculty led 48 study abroad programs in 2017 covering all geographic areas comprised in our Phase VIII work program. The GT Office of Institutional Research and Planning compared academic outcomes of participants in select global enrichment programs with non-participants of the 2002-2006 cohort. It concluded that living-learning community, honors program, certificate (international) programs, International Plan participation. Study or Work Abroad had better cumulative GPA, more graduated with honors, and better placement prospects. GT CIBER injects an international business dimension in this university-wide process, strengthening Georgia Tech’s US News & World Report 2017 ranking as 7<sup>th</sup> among the nation’s public universities. In more business-specific programs, we have grafted high impact internationalization initiatives into existing disciplinary programs that are highly ranked: the business undergraduate program in is first in Georgia following Poets & Quants for 2017; the full time MBA program is first among public universities in Georgia (Bloomberg

BusinessWeek); the Executive Global MBA first in Georgia according the 2017 Financial Times ranking

*Program Element III: The GT Global Campus Model: Scaling Faculty and Student Engagement for Global Reach at a Technology University:* Georgia Tech became one of the first American universities to open its doors in 1979 to students and scholars from the PRC. In 1990, Georgia Tech launched its Lorraine (GTL) European campus in Metz, France with an applied research partnership in Morocco. In 2000, it established The Logistics Institute: Asia-Pacific in Singapore. Georgia Tech Ireland (GTI), was established in December 2006 as Georgia Tech's first overseas applied research facility. In 2006, Georgia Tech launched a joint master's degrees in Electrical and Computer Engineering at Shanghai Jiao tong University (SJU), then established the Georgia Tech- Shenzhen campus platform in 2013. This momentum has grown into a major China initiative with additional programs offered with Peking University and the Beijing University of Telecommunications, Tianjin and Tsinghua Universities, among others. The Georgia Tech Trade, Innovation & Productivity Center opened in Costa Rica in August 2009, followed by Panama in 2012, to support business development and joint programs. The Lafayette Institute technology platform (with a joint U.S. NSF-French CNRS research facility) in the heart of Europe was inaugurated May 20, 2014, supplementing the existing European campus. The growing Georgia Tech Global Campus Model is an exemplar of how to deploy and leverage a US university's mobility and competitive advantage. Joint research centers are located in Saudi Arabia, and South Korea (e.g. the Kolon Center for Lifestyle Innovation). The Scheller College of Business, through GT CIBER, has established a network 32 graduate business school overseas linkages to build into Georgia Tech's partnership network of 252 international university active IP agreements (see list *Appendix 3-A*). This model is further buttressed by Georgia Tech's 56 undergraduate academic year exchange destinations, and over 48 GT professor-led summer study abroad programs. Georgia Tech's

14 semester-long Language for Business and Technology Programs, run by our School of Modern Languages colleagues, continue to grow with the involvement of CIBER, and increasingly focus on Less Commonly Taught Languages. GT CIBER works organically through all of these units and programs which magnify the national significance of the Phase VIII's selected modules.

*Program Element IV: Optimizing GT's Research Strengths: Global Innovation, Sustainability, Security and Agility:* Through its renowned innovation ecosystem (incubators, accelerators, high tech spaces, corporate innovation centers, state research facilities, and university research and teaching units), Georgia Tech offers expertise in the following significant challenges for U.S. competitiveness and global leadership: innovation and enterprise generation; security (economic, infodata, critical infrastructures); business sustainability and resilience; and global cultural agility (see model, *App. I-E*). For greater national impact, our seventeen research program modules present an integrated research program focused squarely on these challenges. Global digital connectivity trends imply new global business operational models in the making. CIBER Director McIntyre notes that “we are moving away from a world of command-and-control to collect-and-collaborate, with firms looking for talent and opportunity, regardless of location” (Research Horizons, Georgia Tech). Phase VIII research axes were carefully selected to reflect and support national and state-level economic development priorities as evidenced in the choice of technology clusters in this grant design and also in the Georgia Tech's Enterprise Innovation Institute. To address these issues 54 faculty research projects have been delineated in this application; twelve Georgia Tech faculty involved are among *The Most Influential Scientific Minds: 2017* (Web of Sciences and InCites).

*Program Element V: Globally-Focused Servant-Leadership: Producing Responsible Managers:* Much is written of the lack of cooperation between the developers and users of technology. In academia, there has been much advocacy of collaboration between business and engineering schools, but results have

come slowly. As noted in the landmark National Academy of Engineering's 2005 report, Educating the Engineer of 2020: Adapting Engineering Education to the New Century, training the engineering and science workforce for a globalized work environment is still no a high enough priority. The best practices in STEM disciplines require the integration of global competence, leadership skills, and ethics foundations, with business experience, mobility and with technical proficiency. Of particular focus are global competitiveness in platform, greenable, distributive and biomedical technologies (see section I A) in this application: Georgia Tech's biomedical engineering program ranked 1<sup>st</sup>, civil engineering 2<sup>nd</sup>, computer engineering 4<sup>th</sup>, its environmental engineering 4<sup>th</sup>, and its electrical/computer engineering 4<sup>th</sup>, its industrial engineering program ranked 1<sup>st</sup> in the U.S. News & World Report graduate rankings for 2017. Program Element V is nationally and regionally significant because it posits and strengthens a globalization model of engineering and management education, using the sustainability paradigm to link the technoinnovation sectors of excellence noted earlier, in alliance with our MSI/CC partners. Following the QEP II's emphasis on service-learning, servant leadership, and global community engagement, these initiatives reflect this embedded approach.

*Program Element VI: Addressing CIBER Stakeholders' Needs: Local Adaptation to a Fast-Changing Market and Workforce:* Georgia Tech CIBER promotes *responsible* competitiveness-enhancing connections between global and local economic development actors. Connecting local strategy to global realities for US regions is a process of national significance. There are powerful synergies deployed in Program Element VI designed to bring global engagement at the local level in our proximate underserved communities and their workforce while capturing the momentum of Georgia Tech's global entrepreneurial eco-system. The end result is the creation of a widely shared vision of the *region's place in the world economy* in which GT CIBER deepens its regional network, offering cross-disciplinary, cross-industry "gangplank" outreach programs for our region, offering a vision of the



globalizing South. Phase VIII also establishes a two-fold initiative linking GT's time-tested HBCU outreach initiative with a new national MSI –CC consortial partnership with the University of South Carolina/Columbia's extensive network and, in addition, a regional one to create more in-depth, 1-on-1 mentoring between CIBERs and HBCU/MSI institutions, and lengthening the partner commitment from one year to a multi-year program to generate lasting impact. Additionally, the consortium is expanded to community colleges thereby having both national and regional impacts.

*Program Element VII: Contributing to Georgia's Global Economic Growth Objectives:* GT CIBER leverages and harnesses, in this element, Georgia's growth as global business center to the innovation ecosystem for maximum local and regional impact. Eighty-two countries have consular, trade or chamber of commerce offices in state, and there are 10 international banks based in the Metro Atlanta area. In exports, over 6% of Georgia's gross state product is derived from exports. One-fifth of all manufacturing workers in Georgia depend on exports for their jobs (aeronautics the leading exports). In 2017, foreign-controlled companies employed over 202,000 Georgia workers. Georgia Tech Enterprise Innovation Institute, ATDC, the state incubator at Georgia Tech, and Georgia Tech's *VentureLab*, ranked as #2 as a university business incubator in the world, with GT CIBER, support the growth of the state of Georgia as an internationally competitive business and innovatory hub, as indicated in the letters of support of Governor N. Deal and the Georgia Congressional delegation, among others (see *App. 2-C*). The third annual Georgia Innovation Summit held February last at Georgia Tech Research Institute affirms the key role of the innovation ecosystem—on which this proposal is leaning-- in the state economy's global competitiveness and its ability attract in bound direct investment. Noteworthy among the 14 integrated collaborative program modules connection with the Georgia Manufacturing Extension, with the Technical College system of Georgia, the GT corporate innovation centers, the

Southeastern Trade Adjustment Assistance Center, and the Technology Association of Georgia, forging multi-actor forge multi-actor partnership to promote exports and Georgia's attractiveness.

B. Magnitude of Likely Outcomes: The anticipated and likely outcomes flowing from the seven program elements will impact the local level (defined as Metropolitan Atlanta), the regional level (defined as a three-state area adjacent to Georgia), and the national level. *Appendix 2-E* titled "*Magnitude and Significance of Likely Outcomes by Geographic Levels and Programmatic Outputs/Outcomes/Results,*" identifies the magnitude of results by geographic level on a three-level scale. The same table details outcomes of programmatic results for each module.

### ***III. QUALITY OF THE PROJECT DESIGN***

The GT CIBER management team, the GT CIBER Advisory Council, and the GT CIBER Core Faculty as well as the Fellows of the GT Council of Global Affairs (*App. 1-F*) made key contributions during design of this proposal as have the leadership of the University, Scheller College of Business and allied Colleges and Schools.

A. Exceptional Approach: We highlight five features of this proposal representing GT CIBER's unique approach to meeting the purposes and requirements of the authorizing statute.

1. *Multidisciplinary Excellence in Teaching, Research and Education.* Georgia Tech has a tradition of effective and extensive cross-unit collaboration both in research and teaching. The Ivan Allen College, allied with the Scheller College of Business, was created in 1990 to reinforce this tradition in non-engineering fields. With over 200 full-time faculties, the IAC includes six disciplines and schools. Too numerous to inventory here, the GT CIBER activities build bridges between all campus units, graphically summarized in *Appendix 3-C*.

2. *A Commitment to Broad-Spectrum Internationalization and Globalization.* In 1979, Georgia Tech was one of the first American universities to open its doors to students and scholars from the PRC--an

exchange relationship that led to the new Georgia Tech Shenzhen Campus, located in the Shenzhen University Park, opened in April 2014. Also in 2014, Georgia Tech inaugurated the Lafayette Institute, a European research platform. The Institute Lafayette is located adjacent to Georgia Tech Lorraine European Extension campus, which has been in existence since 1990 in Metz, France. A full visualization of all nine of Georgia Tech's overseas locations can be found in *Appendix 3-D*, "Georgia Tech International Branch Campuses." U.S. students increasingly avail themselves of Georgia Tech's renowned Language for Business and Technology Program and attend degree-seeking programs or semester-length programs at our overseas campuses.

*3. Internationalizing and Integrating Engineering and Management Education.* The purpose of the statute is perhaps best met by a CIBER that improves international skills of scientists and engineers and increases management's awareness of the technical and scientific aspects of international competition. Georgia Tech attracts top-notch engineering students and its Scheller College of Business, nationally recognized for its strong quantitative orientation and its unique management of technology program, ensures that Georgia Tech is eminently suited to meet this objective.

*4. A Track Record of Economic Development Assistance and Partnerships.* The statute calls on universities to reach out to the business community in forming "mutually productive relationships" to promote international awareness, export performance, and global competitiveness. Georgia Tech has historically been one of the engines of economic growth in Georgia and the Southeast region. Its unique innovation ecosystem further heightens this essential feature. A recent study by the University System of Georgia indicates that Georgia Tech's direct impact on the economy of the state of Georgia is \$2.9 billion and generates 21,500 jobs. Today, Georgia Tech's Enterprise Innovation Institute (EI<sup>2</sup>) makes the Institute's resources available through 9 strategically located field offices around the State. GT CIBER disseminates its outreach and research programs through this network of field offices and to

start-up companies. *Appendix 3-B* presents a graphical overview of GT CIBER's twelve extra-university community partnerships.

B. Coherent and Sustained Design for Target Populations: We have designed seven coherent and sustainable outreach, education, and research program elements to benefit our key targeted populations in multiple ways. Highlights appear below and refer to program modules:

*1. Addressing the needs of American executives and companies with a coherent and sustained program design:* Executives who are committed to enhancing their international business knowledge and skills are confronted with severe time and scheduling constraints. Our activities are directed towards the concerns of our target population. In the grant period, we will continue and intensify our efforts to create readily accessible education opportunities and business intelligence data (Element VI – a, b, c, d e; Element VII – a, b, d, e, f, g, h, i, j, k, l, m, n), and technological opportunities analysis initiatives and unique research in engineering entrepreneurship (Element III c, d, e, f, m; Element V d, f, h) VI a, b, d, e). These modules are designed for technology executives seeking international market information and deeper understanding of global innovation to guide their strategy. A mix of language initiatives (Element I b, d,, i/2, j) appropriate for business audiences and relying on recent advances in instructional technologies, are intrinsic to the approach. We continue to develop and innovate on the Scheller College's highly successful Executive MBA programs (Element II a; b, d; Element III f).

*2. Addressing the needs of students with a coherent and sustainable program design:* At the Scheller College of Business, corporate recruiters, alumni, and our students emphasize the need for rigorous, comprehensive management training. We continue to innovate and develop joint degree programs and the campus-wide International Plan (Element I, c, II, i , , Element III a,b,d,h) to create graduates with both vital language and intercultural-skills as well as more traditional STEM disciplines. At the same time, students are under severe financial constraints, particularly at the graduate level, often funding

their own education. For this reason, many of our programs fit within the restrictions faced by students. We are also responding to the needs of the engineering student population in creating innovatively designed and trailblazing programs (Element II, c, d, g; h; Element V, a, d,,f,,g, h).

*3. Addressing the needs of faculty with a coherent and sustainable program design:* Faculty are faced with time and resource constraints, particularly at the junior level. More than half of the proposed faculty research projects come from junior faculty. Our design is compatible with the need among faculty to publish in the top journals of their respective fields (Elements IV a, b, f,, h, i, j, p). We have also created mechanisms to facilitate international business-related research through the establishment of multidisciplinary teams, groups, and intra-university alliances which facilitate cross-disciplinary research projects (Element IV a,, b, c, d, e, f, h, I, j, k, l, m, n, o; j). Research conferences, symposia, faculty development initiatives, and workshops are geared to provide faculty research the necessary momentum, encourage diffusion of research deliverables and collaboration with faculty at other institutions (Element IV f, g, h, i, j).

C. Coherent and Sustained Lines of Inquiry: We possess unique faculty expertise and critical mass in a number of fields of knowledge at the intersection of technology innovation, sustainability, entrepreneurship, national security issues, and international management. We have, as a consequence, leveraged these strengths to pursue consistent lines of inquiry and activities. 9 features characterizing our coherent and continuing lines of inquiry are noteworthy.

First, our research plan seeks to explain and explore the best practices and strategies in appropriating digital transformation technologies within diverse global markets. Companies must offer goods and services that can sustainably, retain intellectual property, meet needs while protecting the environment and the community in which it is located. A major challenge is balancing national security and economic gains, while maintaining clear ethical standards. Second, GT CIBER has committed itself to

raising awareness in areas where the US has historical paramount economic interests but also in the developing world, particularly the markets of South. Asia. In Phase VIII, GT CIBER will address the core challenges for these regions vital to US interests in our programs and will be adding 8 modules. Third, CIBER has been instrumental in building faculty strength in the European Union market area, justifying the funding by the EU Commission of a Jean Monnet Center at Georgia Tech. and in East Asia with the addition of an East Asia program. Fourth, CIBER in association with the Schools of International Affairs and Public Policy is building expertise in emerging markets. 7 experts in this area have been hired with emphasis on economic development and global sustainability. Fifth, CIBER will actively promote the growth of expertise in innovation, sustainability, corporate social responsibility as sources of competitiveness and work with our MSI/CC partners in pursuing this line of inquiry. Sixth, leveraging the research record of our operations management and management of technology faculty CIBER is pursuing the crosscutting themes global innovation, business analytics, technology entrepreneurship, governance and ethical practices, business sustainability, connectivity security and data privacy. These allow us to blend our pedagogical priorities with research results. Seventh, GT CIBER addresses global high tech entrepreneurship with sharper focus in Phase VIII, building on the strength of the State of Georgia's incubator (ATDC), administered by Georgia Tech, and its world-class university incubator, VentureLab. We have been developing this line of inquiry through an alliance with policy and industry centers (*Appendix 3-C*). Eighth, the finance faculty group has added, in the last 4 years, five faculty members (three with endowed chairs) specialized in issues of international finance and governance deployed in the design. Ninth, CIBER has deepened its sectoral lines of inquiry on best practices for global technology opportunities market assessment for US small and medium-sized firms.

D. Sustainability Beyond the Grant Years: Our project is conceived to build research, training, and funding capacity with measurable results that outlast the grant period.

1. *The building of research capacity:* Our research output represents a permanent contribution to our knowledge of international business and extends beyond the period of federal assistance. Illustrative of the project's design of research and development is *Appendix 2-F*. We have invested in infrastructure and capacity which include: (a) library resources, purchase of data sets, electronic media, and other conventional media; (b) faculty development programs such as FDIB study tours, executive education overseas, support for international research conference participation; (c) an extended global network of research collaborators; (d) new research centers (Business Analytics Center, Business Sustainability Center, et al.) and (e) the creation of 20 new faculty positions in Scheller and Ivan Allen, since 2014.

2. *The building of training capacity:* Most of the business curriculum relevant to international business is funded from non-federal sources, including courses in EMBA-MOT, MBA-MS dual tracks, as are most courses in applied social sciences and foreign language. Our other degree program initiatives will be funded from non-federal sources, with federal funds used only during the program startup phase.

3. *The building of funding capacity:* Many of our activities proposed for the new grant period will have substantial non-federal financial support for their operation, ensuring continuance beyond the period of federal financial assistance. Some programs are financed by registration, subscription or tuition fees including overseas tours and all of our executive education initiatives. Financial support of projects by business/industry groups is fundamental for programs intended to benefit them. GT CIBER obtains about \$40,000 a year in cash contributions. Additionally, many of our community partners make in-kind contributions averaging about \$30,000 a year. Georgia Tech awards nearly 100 scholarships to undergraduate students to study overseas annually. The Scheller College, home of CIBER, has benefited from an alumnus donation of \$70 million in 2012 being matched by alumni. The net result is

that GT CIBER functions as a catalyst organization to design, coordinate, and implement project activities rather than as an indefinite financial underwriter. Past projects are alternately supported or self-sustaining and no longer require funding from the Center.

#### ***IV. QUALITY OF THE MANAGEMENT PLAN***

##### **A. Adequacy of the Management Plan: Implementation Responsibilities, Timelines, Milestones, and**

**Adequacy:** *A detailed program budget (Appendix 5-A)* for the application is included in the budget narrative component and is organized by programmatic elements and modules and by grant year. The budget draws on over 20 years of fiscal management experience at the Georgia Tech CIBER, where we have demonstrated our capacity to keep programs within budget. This track record is the result of extensive management expertise and continuity, *Mr. James Hoadley*, Associate Director of GT CIBER, has eleven years of international business experience. He is supported by *Mr. Ronald Stutts*, Director, Financial Services, SCOB, who has over 15 years of experience at the Georgia Institute of Technology, and *Mr. Wesley Wright* of the Georgia Tech Office of Sponsored Programs (OSP). Moreover, key faculty members involved in CIBER's management and oversight have considerable grant-related experience. *Dr. John R. McIntyre* has over 25 years' experience in Title VI, FIPSE, EU, foundation, private sector grant management.

Our *administrative structure and process*, are presented graphically in *Appendix 2-A*. This structure contributes to completing projects on time and on budget. While the CIBER director has overall financial overview for the Center, individual projects are often the primary, joint, or shared responsibility of a faculty member or partner department. These lines of responsibilities are delineated in *Appendix 2-H* in the detailed *Responsibilities Matrix by Program Modules*. In each instance, they have a direct reporting line to the CIBER director. The Director the reports progress directly to the Dean of the Scheller College of Business. A monthly CIBER staff meeting and a quarterly report to the



Dean and the Chair of the Advisory Council assure consistent monitoring of all CIBER activities. From its inception in 1993, responsibility for the management of specific CIBER programs and initiatives has been embedded into the administrative structure of the Scheller College. The CIBER structure has evolved into a *supra-organization which forms alliances and mobilizes resources* both within and outside Georgia Tech in support of international management education and services.

*Appendix 2-D* presents an *Implementation Timeline and Milestones* by year and program module for the grant period. In addition, Section I also contains some related information on implementation milestones for individual program elements and modules.

B. Appropriateness of Time Commitments of Key Project Personnel: The GT CIBER management team is made up of individuals who devote significant parts of their time implementing the program modules. This section details the relevant quality of project personnel. Including their time commitment which is reflected in the detailed budget *Appendix 5-A*.

First, *Dr. John R. McIntyre*, Professor of Management and International Affairs, has served as executive director and principal investigator since 1993 and serves as chair of the CIBER Core Faculty committee and coordinator of the regional and sectoral export teams (*App. 1-D*). He occupies a full-time director's position in implementing programs on time and budget while retaining teaching duties in the area of international business strategy and committee appointments, including his elected charge as a member of the University Faculty Executive Board. This time commitment will ensure a continuation of GT CIBER's strong record for implementing programs on time and within budget. The director is responsible for administering all aspects of the proposal: planning, organizing, and supervising the proposed activities. He is supported by an administrative assistant, *Ms. D. Jones*.

Second, *Mr. James Hoadley* is full-time Associate Director of the Center and Program Coordinator. His responsibilities include budgetary matters, ensuring CIBER compliance with federal and university

policies and rules, meeting reporting requirements, supervising CIBER graduate assistants, and coordinating program implementation. He reports to the Director and works with key faculty. He is supported by *Ms. Susan Ambrosetti*, Director of Marketing and Public Relations, SCOB.

Third, *Dr. Francis Ulgado*, Associate Professor of International Marketing, SCOB, is GT CIBER Faculty and Research Director. He is responsible for relations with other universities, academic outreach, faculty development, and relations with faculty. He devotes 1/3 of his time to these activities.

Fourth, *Dr. Yves Berthelot*, Vice-Provost for International Initiatives, Denning Chair of Globalization, President of the GT Lorraine campus, serves at chair of the CIBER Advisory Council.

Fifth, the *CIBER Faculty Awards Committee* is made up of CIBER Faculty director Prof. F. Ulgado, Prof. J. R. McIntyre, and Sr. Associate Dean Peter Thompson and three appointed senior faculties.

Sixth, *Ms. Amy Bass Henry*, Executive Director of the GT International Education Office is GT CIBER Overseas Exchange Coordinator. Her responsibilities include the management of our overseas exchange relations, special overseas programs, and international student and faculty exchanges. She will devote five percent of her time. She is assisted for CIBER purposes by *Ms. Jennifer Baird*, Global Internship Director, OIE, who works closely with the CIBER.

Seventh, *Dr. Anna W. Stenport*, Professor and Chair, School of Modern Languages, is CIBER Director of Language for Business and Technology. She devotes fifteen percent of her time to CIBER-related projects, assigned by *Prof. Vicki Galloway*, Associate Director, School of Modern Languages.

Additionally, *Dean Maryam Alavi*, chief executive officer of the Scheller College, will devote 2 percent of her effort to CIBER, which is a key strategic emphasis of the College. Many of our proposed projects are the responsibility of University faculty and staff who are not part of the management structure. Altogether, more than 40 faculty and staff are involved in the implementation of the GT CIBER program design. Three graduate assistants, contributed by SCOB, work with the Center.

## ***V. QUALITY OF PROJECT PERSONNEL***

The biosketches of the GT CIBER's program participants are contained in *Appendix I-B*. Another appendix, *2-H*, details project personnel's responsibilities. The concept of a team approach is central to the GT CIBER management model, drawing from disciplines and units as relevant to the tasks. The principals have worked together for several years and an efficient system has been established.

1. Center Director and Principal Investigator: Dr. John R. **McIntyre** is Professor of Management and International Affairs, with a primary appointment in the Scheller College of Business and, secondarily, the Sam Nunn School of International Affairs. He is an elected member of the Faculty Executive Board. His domain of expertise lies in international business strategy and innovation, U.S. trade policy, technology transfer, and comparative management. He is a former Research Associate for International Management of the Dean Rusk Center where he worked closely with the late Hon. Dean Rusk, former US Secretary of State. He is the author of twelve books including: Business and Management and Education in China, (World Scientific Press, 2005), Business Education and Emerging Market Economies, (Springer, 2004), China Rules: Globalization and Political Transformation (Palgrave MacMillan, 2009), Strategies for Sustainable Technologies and Innovations (E. Elgar, 2013), Innovation in Business Education in Emerging Markets (Palgrave MacMillan, 2013). His most recent book, CSR and Climate Change Implications for Multinational Enterprises (New Horizon in International Business Series, E. E. Elgar) will be released in July 2018. He has contributed over 110 articles to journals such as Management International Review, The Journal of Euromarketing, Studies in Comparative and International Development, Osteuropa Wirtschaft (Munich), Politique Internationale (Paris), International Journal of Emerging Markets, Journal of International Business Education. With 25 years of successful competitive federal grant and private source funding and grant management experience in international business education and research, he has served as GT

CIBER's founding director since 1993. He is a Fellow of the Southeast chapter of the Academy of International Business. He received the university-wide Denning Award for Faculty Globalization at Georgia Tech in 2015. Under his leadership, GT CIBER received the State of Georgia Governor's Prize for Best International Education Program. He was elected in 2017 as an honorary professor of the University of Lorraine Graduate School of Business, France.

2. Advisory Council Chair: Dr. Yves **Berthelot**, Vice Provost for International Initiatives, Denning Chair of Globalization, Professor of Mechanical Engineering, President, GT Lorraine European Campus. He joined the Georgia Tech faculty in 1985, was promoted to full professor in 1996. As an integral member of the Office of the Provost's leadership team, Berthelot directs the Institute's global positioning strategy, international education activities and engagement in research, education, and economic development. He also collaborates with all campus units to ensure the Institute's global efforts in education and research meet the highest standards of excellence.

3. Associate Director and Program Coordinator: Mr. James **Hoadley** has worked with Georgia Tech CIBER since 2003. Holder of an MBA from Georgia Tech in international business and operations management and a master's in language teaching, he is former Human Resources Manager for Musashi, South Carolina, Inc. He has extensive experience in business and community relations. He is an expert in Japanese business and economics and fluent in Japanese. He is a member of the advisory boards of the Japan-America Society of Georgia, JapanFest, Inc., AIESEC at Georgia Tech, and is a member of the Global Commerce Council of the Metro Atlanta Chamber of Commerce.

4. Center Faculty Director: Dr. Francis M. **Ulgado**, Associate Professor of International Marketing, has been CIBER faculty research director since 2005. He received his Ph.D. in international business from the University of Illinois at Urbana-Champaign. He has published in International Business Review,

Journal of Services Marketing, Management International Review, International Marketing Review, among others. He is an expert on the Asia-Pacific region, with special expertise in Southeast Asia.

5. Senior Fellow and Advisor Dr. Naresh **Malhotra**, Regents Professor of Management Emeritus, GT CIBER Senior Fellow, since 2008; currently a Distinguished Visiting Professor, University of Johannesburg, South Africa. Dr. Malhotra was elected as a *Marketing Legend* and his refereed journal articles were published in nine volumes by Sage. Ranked number one in the *International Marketing Review* (IMR) based on his publications, he is Chairman of the Emerging Markets Conference Board and lead program co-chair for its annual conferences.

6. Director of Languages for Business and Technology: Dr. Anna W. **Stenport** is Chair of the School of Modern Languages and Professor of Language and Literature. She leads a dynamic group of fifty-five tenure-stream faculty, lecturers and staff. She holds a PhD from the University of California at Berkeley in comparative literature. Prior to joining Georgia Tech in 2016, she held the position of Conrad Humanities Scholar and Professor of Scandinavian Studies and was director of the European Union Center, a Title VI National Resource Center, at the University of Illinois at Urbana-Champaign.

7. CIBER Overseas Exchanges Coordinator: Ms. Amy **Henry**, Executive Director, Office of International Education, has twenty four years of experience in running international exchanges and summer study programs. She is a graduate of the College of William and Mary, a recipient of a Masters in International Affairs from Georgia Tech, and a member of NAFSA.

8. Closely involved faculty in program implementation: Coordinating the four CIBER research axes are: Prof. Soumen **Ghosh**, Prof. Han **Zhang**, Prof. Beril **Toktay**, and Prof. Peter **Swire**,

9. Expert Regional and Technology Teams: The compositions of the expert regional and technology teams are detailed in *Appendix I-D*, made up of Georgia Tech faculty from various units. The regional

teams consist of area and language scholars as well as management professors. The technology teams bring together engineering professors with industry expertise and management professors.

Georgia Tech's President, Dr. G. P. Peterson, has placed diversity and inclusiveness at the top of his agenda in the Georgia Tech strategic plan. This insures more diverse students and faculty at Georgia Tech from which many project participants will be drawn. A full-time Equal Opportunity/Diversity Programs Director and an Officer assist the President in this task. A University Affirmative Action Plan and Policy is monitored by Institute Diversity Vice President, Dr. A. Ervin; the Office of Human Resources, Legal Affairs, the Division of Student Affairs, and the Director of Affirmative Action. Our Advisory Council has diversity of representation by gender, age, and race and the College itself has a highly diverse faculty and student body. In 1979, Georgia Tech created the Office of Minority Educational Development (OMED). Moreover, an Office of Hispanic Initiatives has been funded by the Goizueta Foundation to operate on campus and has benefitted from CIBER support. Gender diversity is promoted by six GT ADVANCE Program professors and the Center for the Study of Women, Science, and Technology. The Scheller College and Georgia Tech have a significant commitment to diverse education, illustrated by two findings: Georgia Tech ranks as the number one number one producer of female and African American engineers in the country.

## ***VI. ADEQUACY OF RESOURCES***

A. Reasonable Costs: A detailed project budget appears before the program narrative. It is organized from program elements down to the level of program modules. Cost-effectiveness is a major consideration for Phase VIII.

*1. GT CIBER has used existing Georgia Tech resources as the foundation for GT CIBER programs.*

We build on physical and intellectual resources as described under Lead Applicant Resources.

*2. GT CIBER has achieved partial or complete financing of many CIBER activities through grants and*

*other contributions.* We have demonstrated a capacity for attracting funding for CIBER-connected activities, including NSF funding for a Global Innovation Program, a FIPSE grant, as well as private funding including UPS, JP Morgan Chase Bank, the Coca Cola Company, and the Home Depot.

3. *GT CIBER maximizes the number of audiences that can be served by each module.* Most of our program elements address multiple audiences and meet more than one statutory purpose and required activity. A multiplier effect is obtained through alliances, consortia, and distance learning.

4. *GT CIBER has management continuity.* GT CIBER has enjoyed continuity in its key personnel. Two of the principal team members have served since the Center was created in 1993. This collective experience translates into efficient administration, tight compliance with university guidelines and regulations and an accurate assessment of staff and financial resources.

5. *GT CIBER partners with other institutions of higher education to extend its reach.* GT CIBER partners with appropriate institutions, including HBCU/MSI and technical/community colleges, to extend its reach and effectiveness.

#### B. Lead Applicant Resources:

Each financial transaction outlined in the budget follows the principles of “what is allowable, allocable, and reasonable” as outlined by the OMB Circular A-21. The projected costs are reasonable and consistent throughout the application and will be incurred solely to support the work of Georgia Tech CIBER. We are requesting \$330,422 for the project in year one, \$349,474 in year two, \$348,571 in year three, \$339,993 in year four for a total of \$1,368,460 from the Department of Education. The financial commitment to the Institute totals \$1,445,007. Throughout the program, we maintain a 49% to 51% match ratio, exceeding the legislative match requirements. (See *App. 5-A, Detailed Budget*)

Georgia Tech's campus occupies 400 acres in Midtown Atlanta, where more than 27,000 students receive a focused, technology-based education. Additionally, partner institution Kennesaw State

University has more than 35,000 students, which allows us to reach a total of 62,000 students. In 2013, alumnus Ernest Scheller Jr. made a \$70 million gift, raising the overall endowment of the college to over \$160 million. Georgia Tech as a whole has an endowment of over \$1.6 billion. and overseas campuses and research facilities in Lorraine, France, Singapore, Shenzhen, Panama, and Costa Rica.

## **VII. QUALITY OF PROJECT EVALUATION**

A. Philosophy and Approach: Our goal and program-based evaluative design is predicated on (a) the Congressional objectives of the Higher Education Act, (b) the review criteria from the Government Performance and Results Act (GPRA), which requires agencies and funded programs to report accomplishments annually as embodied in the IFLE-IRIS reporting system, (c) the annual AIBER Output and Outcomes Questionnaire, (d) the program assessment methodologies of the AACSB accreditation requirements, (e) resources made available by the Office of Academic Effectiveness and (f) the university-wide assessment and data collection for the Georgia Tech International Plan.

Our guiding principles are that our evaluation matrix provides information to improve the project and yield insights on outcomes and placement metrics. We will provide *formative evaluation* (to assess ongoing progress, year by year, in meeting the goals) which includes both *implementation and progress evaluations* (to assess if the project is advancing as planned), and conduct regular *summative evaluation* (to collect information about outcomes and success in reaching goals with a mature project).

Because of the multidisciplinary nature of our Phase VIII project and the number of stakeholders in partnerships, consortia, and collaborations we use a *multi-method* evaluation, based on quantitative and qualitative data. We have used a “*triangulated*” approach, focused on education, research, and business outreach, using appropriate assessment experts for each of these dimensions. We have specified outcomes for each program elements’ goals and how these activities relate to Congressional mandates through a detailed matrix (*Appendix I-C*). We have specified outputs in “Magnitude of Likely



Outcomes by Geographic levels and Programmatic Outputs/Outcomes/Results” (*Appendix 2-E*).

B. GT CIBER Evaluation Team Make-up: We have assembled a team of internal and external professional evaluators, experienced and with defined evaluative expertise, to assess the learning, research, and the business outreach outcomes of the grant project and conduct summative evaluation. In addition, an external visitor will be invited. These experts are:

Dr. Philip Shapira, Professor Shapira is Professor of Innovation Management and Policy with the Manchester Institute for Innovation Research, Manchester Business School. Past Congressional Fellow with the Office of Technology Assessment of the United States Congress, he held visiting positions at leading international research institutions including the Japan Institute of Labor (Tokyo), the Fraunhofer Institute for Systems and Innovations Research (ISI) in Germany, the Victoria Management School, Victoria University of Wellington, New Zealand, and the Université Louis Pasteur, France. He has taught in programs on R&D evaluation at the University of Twente, Netherlands (since 2002), at MEXT, Tokyo (since 2003). Prof. Shapira is an expert in assessing the business *and economic development outreach program outcomes* for this program design.

Dr. Loraine Phillips; Dr. Phillips is Associate Provost for Academic Effectiveness. She comes from the University of Texas – Arlington, where she served as assistant vice provost for Institutional Effectiveness and Reporting. She brings extensive experience with academic initiatives, including Quality Enhancement Plans, and core curriculum development and assessment.

Dr. Lizanne DeStefano; Dr. DeStefano is the director of Center for Education Integrating Science, Mathematics, and Computing (CEISMC). Dr. DeStefano’s work has been funded by multiple agencies including the National Science Foundation, the National Institutes of Health; and the U.S. Department of Education. Dr. DeStefano provides evaluation services for numerous STEM programs, including a number of multi-institutional centers/programs. In addition to serving as the evaluator for Center for

Brains, Minds, and Machines, she co-directs education and evaluation activities for the NSF-funded Emergent Behaviors of Integrated Cellular Systems Science and Technology Center and serves as the evaluator for the Center for Sustainable Nanotechnology and Technology, Education, Outreach, and Services. Dr. DeStefano evaluates many NSF-funded projects such as Research Experience for Undergraduates, Nano@Illinois Research Experience for Teachers, two IGERTs (Integrative Graduate Education and Research Traineeship), and an S-STEM grant.

Dr. Rajneesh Narula: External visitor – we bring in at years 2 and 4 an external visitor to provide insights, feedback, and suggest enhancements to the research and outreach platforms. Dr. Narula is the John H. Dunning Chair at the Henley Business School, University of Reading, UK.

Multimethod Evaluation and Process: In accordance with *Performance Measurement Forms* for each the program modules, we have designed a program of performance assessment which is reviewed in Appendix 4-A, tracking each element and module in order.

We also collect data on two *program-wide performance metrics*: (a) international-oriented degree recipients' employment in business-related fields; (b) feedback from the funding agency about the success of program modules, following the annual performance report. In Phase VIII, we build on the lessons learned about successful evaluation, including the importance of coordination with co-sponsors. For formative evaluation (progress and implementation), for all three silos (education/learning, research, business outreach), objective evaluative methods are built into our evaluative design: course evaluations administered by the Center for Enhancement of Teaching and Learning, program surveys administered on an ad hoc basis by the CIBER Center and participating units, exit surveys administered by the Office of Evaluation; International Plan host company surveys administered by the Division of Professional Practice; international business questions on MBA student exit surveys; study abroad returnee surveys administered by OIE; use of the American Council on Teaching of Foreign Languages

pre and post learning proficiency testing; evaluative consultations with consortial partners; use of faculty governance committees; evaluative methods collaboration with the university Office of Evaluation, among others. Formative evaluation results will be presented to the Advisory Council and during meetings of the GT CIBER Faculty Working Group. Evaluative components will feed into the required annual IFLE-IRIS and AIBER Outcomes Questionnaire filings. A summary report of these formative evaluation measures will be prepared for the visit of the external evaluator, Dr. Shapira.

For summative evaluation, the external evaluator conducts an annual on-site visit with a follow-up report. CIBER will also prepare annual reports to the Dean and Advisory Council. On-site interviews with key participants and partners will be conducted by the external evaluator, Dr. Shapira, including meetings with the two formative evaluators, Dr. DeStefano, and Dr. Philipps. Additionally, we will organize 2 focus groups (research, outreach, and education, in Years II, and IV) drawing participants from the Advisory Council, corporate sponsors, collaborating research and teaching faculty, and administrators. Dr. Philips and her Office are tasked with organizing these focus groups and preparing summative reports for actionable feedback to the CIBER staff and Advisory Council. Our evaluation also dovetails with the extensive QEP I Global Competence plan assessment for years 18-22 and the setting of benchmarks for the new Quality Enhancement Plan II, focused on service learning and global community engagement, making use of additional data as needed by program design.

## **VIII. COMPETITIVE PREFERENCE PRIORITY 1: BUSINESS AND PROFESSIONAL COLLABORATIONS**

With the aim of expanding employability and employment-related opportunities for our international business track students in the programs of the Scheller College of Business, the 8 schools of the College of Engineering, and the Ivan Allen College's economics, international affairs, and public policy schools, a number of specific initiatives have been defined in the program design and narrative

and interspersed through the 7 core program elements. We note this priority (identified with an asterisk in the Matrix of Program Modules and Statutory Purpose and Requirements inclusive of competitive priorities and also invitational priorities. Program Elements III a, V b, VII a, c, j, and k, are designed to provide the necessary channels and resulting opportunities for employment for our graduates. We will work with the GT Center for Career Discovery and Development and our Office of International Education's Global Internships and Work Abroad division to insure that all these connections are utilized to result in job placements for our graduates. Similarly, GT CIBER will work closely, providing guidance and contacts, with the relevant Placement Offices of our HBCU-MSI partners in a continuous way over the four year grant period with each of them, a distinguishing feature of our HBCU-MSI-Community College joint consortium with the University of South Carolina.

#### **IX. COMPETITIVE PREFERENCE PRIORITY 2: COMMUNITY COLLEGE AND MSI COLLABORATIVE ACTIVITIES**

Georgia Tech has a tradition of being first in diversity in its degree-seeking programs and its well-established Outreach Initiative for HBCUs-MSIs, created in the 1970s. We build on this network, with a Southeast region strength. Our proposed program contains numerous initiatives proposing significant and, importantly, sustained collaborative initiatives during the entirety of the project's duration and subsequently through the existing institutionalization within Georgia Tech. Particularly noteworthy are the continuing partnership with the University of South Carolina of the SE U.S. Consortium for Globalizing Business Education for MBCU/MSI and Community Colleges (Program Element VI, g) and the new CIBER MSI CC Consortium CMCC (VI, j) but also the creation of a new center at University of the DC, and continued support for the G-LIBER center at Savannah State. We also initiate a new partnership with the Technical College System of Georgia. We are committed to these relationships, further strengthened by our commitment to global engagement in local communities.

## Other Attachment File(s)

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To add more "Other Attachment" attachments, please use the attachment buttons below.

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## CIBE Assurance Form

**INSTRUCTIONS:** Applicants are required to provide the following assurance. This assurance form must be signed by the authorized representatives of the applicant. Upload this form as item #2 in the Other Narrative Attachment Form section of the e-application.

The applicant hereby assures and certifies that:

1. In addition to conducting the extensive planning activities required under the eligibility section of the statute, the Center Advisory Council shall meet not less than once a year after the establishment of the Center to assess and advise on the programs and activities conducted by the Center;
2. There shall be ongoing collaboration in the establishment and operation of the Center by faculty of the business, management, foreign language, international studies and other professional schools or departments, as appropriate;
3. The education and training programs of the Center will be open to students concentrating in each of these respective areas, as appropriate, and that diverse perspectives will be made available to students in these programs.
4. The applicant will use the assistance provided under this program to supplement and not to supplant activities already being conducted by the applicant.

Wesley H. Wright, Associate Director of Grants

Name and Title of Authorized Representative

Wesley H. Wright  
Signature

June 13, 2018

Date

Appnd #	Title
1-A	GT CIBER ADVISORY COUNCIL
1-B	Biographical Profiles of Georgia Tech CIBER Faculty
1-C	Matrix of Program Modules & Statutory Purposes and Requirements - GT CIBER VIII (18-22)
1-D	Georgia Tech CIBER Core Faculty and Regional and Sectoral Expert Teams
1-E	Ecosystem of US Global Competitiveness
1-F	Fellows on the Council of Global Affairs
2-A	Georgia Tech CIBER Administrative Structure (18-22)
2-B	Summary List of Education, Research, and Business Outreach Project Elements and Modules, GT CIBER Phase VIII, 2018-2022
2-C	Letters of Support
2-D	IMPLEMENTATION TIMELINE AND MILESTONES
2-E	Magnitude and Significance of Likely Outcomes by Geographic Levels and Programmatic Outputs/Outcomes/Results
2-F	ILLUSTRATIVE LIST OF RESEARCH AREAS AND INTERESTS OF SELECT CIBER-CONTRIBUTING FACULTY AT GEORGIA TECH 2018-2022
2-G	List of Abbreviations and Initialisms
2-H	Responsibilities Matrix by Program Module
3-A	Comprehensive List of Georgia Tech International Partnerships
3-B	Extra-University Community Linkages
3-C	Intra-University Linkages
3-D	Georgia Tech International Branch Campuses
3-F	Partner Community Associations
4-A	Performance Measurement Forms
5-A	Budget

# Appendix 1 A – Advisory Council 2018-22

## GT CIBER ADVISORY COUNCIL ELIGIBILITY REQUIREMENTS

### A. Establishment of the Advisory Council

As mandated by the legislation, a distinguished Advisory Council for GT CIBER was originally established in December 1992. Dr. Yves Berthelot, Vice-Provost for International Initiatives will act as Chair of the Council in the coming period. Dr. Berthelot has a wealth of international business education and research expertise as clearly indicated by his resume as attached in the Appendices. Dr. John R. McIntyre, CIBER Executive Director, has the function of convening the Council and insuring that its deliberations are reflected in program delivery. The Council formally meets at least once a year. It has met nineteen times since its establishment. The GT CIBER Working Group for Business Outreach is an emanation of the Advisory Council. This smaller group, whose members also sit on the Council, meets every twelve weeks to plan and implement business outreach programs.

The GT CIBER Advisory Council has characterized the Center as a high impact activity for the University System of Georgia community and for the State of Georgia because of its far-reaching potential in generating experiences and products it has disseminated and proposes to implement.

### B. Membership of the GT CIBER Advisory Council

The Council Membership as of appears below. All members have agreed to serve during Phase VIII (2018-2022).

#### (1) Representatives of administrative departments or offices of the University:

Dr. Maryam Alavi, Dean Scheller College of Business, Georgia Institute of Technology

Dr. Rafael Bras, Provost and Vice President Academic Affairs, Office of the President,  
Georgia Institute of Technology (Ex Officio)

Dr. Jacqueline Royster, Dean, Ivan Allen College, Georgia Institute of Technology

Mr. Carl Rust, Associate VP for International Initiatives and Principal Director for Industry Collaboration

Mr. Alain Louchez, Managing Director, Georgia Tech Center of Development and Application of Internet of Things

#### (2) Faculty representatives of the Scheller College of Business:

Dr. Soumen Ghosh, Professor of Operations Management

Dr. Dong Liu, Associate Professor, Organizational Behavior



Dr. Naresh Malhotra, Emeritus Regents Professor

Dr. Han Zhang, Steven A. Denning Professor in Technology & Management

**(3) Faculty representatives of international studies or foreign language schools or departments:**

Dr. Joseph Bankoff, Professor and Chair, Sam Nunn School of International Affairs

Dr. Anna Stenport, Professor and Chair, School of Modern Languages

Dr. Brian Woodall, Professor, Sam Nunn School of International Affairs

**(4) Faculty representatives from other professional schools or departments:**

Dr. Yves Berthelot, Vice-Provost for International Initiatives

Ms. Holly Grell-Lawe, Principal Research Associate, Enterprise Innovation Institute

Ms. Amy Henry, Director, Office of International Education

Dr. John Tone, Interim Chair, School of Economics

Dr. Chelsea “Chip” White, Chair in Transportation and Logistics, Industrial and Systems Engineering

**(5) Representatives of local or regional business or firms:**

Mr. Patricio Gutierrez, Strategy and Business Solutions, The Coca-Cola Company

Mr. Philippe Grosbois, Vice President, Emerging Markets, UPS

Mr. Sebastien Lafon, Vice President, Global Head of Digital and Marketing Services, Boehringer Ingelheim

Mr. Mack Reese, Trustee, Gateway Development Services

Mr. Iwan Streichenberger, President, North American Operations, Pearson Online

**(6) A representative appointed by the Governor of Georgia whose responsibilities include state-sponsored trade-related activities or programs:**

Ms. Mary Waters, Deputy Commissioner, International Trade, Georgia Department of Economic Development

**(7) Other members the institution of higher education deems appropriate:**

Mr. Ani Agnihotri, Member, US District Export Council

Dr. Benjamin C. Bao, Strayer University

Dr. Lalit Dhingra, President, NIIT Technologies

Mr. Kazuyoshi Domoto, Executive Director, The Japan Society of Georgia, Inc., Atlanta

Mr. Jonathan Giuliano, Managing Director Palmer Bryan LLC

Mr. Ricardo Hubler, Client Relationship Executive, Aprio

Mr. Yosef Kedebe, Managing Director BTG Group LTC  
Ms. Ania Lackey, Sr. Director, Global Business Development, Metro Atlanta Chamber of Commerce  
Mr. Alain Louchez, Vice President of Strategic Management, Numerex Corporation  
Mr. Norikazu Mori, Chief Executive Director, The Japan External Trade Organization, Atlanta Office  
Dr. Raymond Saner, Director, Centre for Socio-Eco-Nomic Development (CSEND)  
Ms. Barbara Rose, President and Sr. Partner, New Generation Partners, Inc.  
Mr. Thomas Strauss, Director, U.S. Southeast Export Assistance Center  
Mr. Robert West, Esq., Shareholder, Greenberg Traurig LLP  
Ms. Lani Wong, President, National Association of Chinese Americans

**(8) Representative of technical/community colleges:**

Dr. Ian A. H. Bond, Executive Director, Office of International Center, Technical College System of Georgia

**C. Planning Regarding the Scope of Activities and Design of Programs**

The Advisory Council fulfills the following functions: to provide critical comment and input on the CIBER educational, research and business outreach activities, to review new curriculum proposals and course content and develop international internships, to assist in defining, marketing outreach seminars, and collecting and transferring information on new technologies and export opportunities.

Discussions with our external reviewers and consultants and their written recommendations have been instrumental in deliberations for the Center's future work agenda.

## **APPENDIX 1 B**

### **Biographical Profiles of Georgia Tech CIBER Faculty (listed alphabetically by affiliation)**

#### **OFFICE OF THE PRESIDENT, GEORGIA INSTITUTE OF TECHNOLOGY**

Berthelot, Yves                      Vice Provost for International Initiatives, Steven A. Denning Chair in Global Engagement, President of Georgia Tech Lorraine, and Professor Ph.D., University of Texas at Austin, 1985  
M.Sc., University of Southampton, United Kingdom, 1982  
Ingénieur, Université de Technologie de Compiègne, France, 1981

As an integral member of the Office of the Provost's leadership team, Yves Berthelot directs the Institute's global strategy, international education activities and engagement in research, education, and economic development. He also will collaborate with all campus units to ensure the Institute's global efforts in education and research meet the highest standards of excellence.

In announcing his appointment, Provost and Executive Vice President for Academic Affairs Rafael L. Bras cited Berthelot's role in the growth of the Georgia Tech-Lorraine campus, where the mission is to support the Institute's collaborations in higher education, research and economic development with French and EU partners. One of the five main goals of the strategic plan is to expand Georgia Tech's global footprint and to ensure that the Institute is graduating good global citizens. More than 40 percent of all Georgia Tech students graduate with international work, study or research experience, which prepares them for leadership roles in their careers and communities.

Bras, Rafael                      Provost and Executive Vice President for Academic Affairs  
K. Harrison Brown Family Chair  
Sc.D. Massachusetts Institute of Technology  
M.S. Massachusetts Institute of Technology  
B.S. Massachusetts Institute of Technology

Dr. Bras is the provost and executive vice president for Academic Affairs at the Georgia Institute of Technology. He is a professor in the School of Civil and Environmental Engineering and School of Earth and Atmospheric Sciences. He holds the K. Harrison Brown Family Chair. Prior to becoming provost, Dr. Bras was Distinguished Professor and Dean of the Henry Samueli School of Engineering of the University of California, Irvine. Prior to joining UCI he was a professor in the departments of Civil and Environmental Engineering and Earth, Atmospheric and Planetary Sciences at MIT. He is past Chair of the MIT Faculty, former head of the Civil and Environmental Engineering department and Director of the Ralph M. Parsons Laboratory at MIT. He has served as advisor to many government and private institutions including: Advisory Board, Engineering Directorate, NSF; Board of Atmospheric Sciences and Climate, National Research Council; Chairman, Earth Systems Sciences and Applications Committee of NASA and the NASA Advisory Committee; Advisory to departments at Cornell university, Princeton university, Johns Hopkins, Technion, RPI, University of Puerto Rico; University of California-Irvine; Fundacion Chile; Instituto Veneto; Stockholm Water Foundation and Prize; Clarke prize.

Peterson, G.P. "Bud"      President, Georgia Institute of Technology  
Ph.D. Mechanical Engineering, Texas A&M University  
M.S. Engineering, Kansas State University  
B.S. Mathematics, Kansas State University  
B.S. Mechanical Engineering, Kansas State University

Dr. G.P. "Bud" Peterson is the eleventh president of the Georgia Institute of Technology. In this capacity he oversees a top-ten public research university with more than 21,000 students and more than \$600 million in sponsored funding. Throughout his career, Dr. Peterson has played an active role in helping to establish the national education and research agendas, serving on numerous industry, government, and academic task forces and committees. A distinguished scientist, Dr. Peterson was selected in 2008 by President George W. Bush to serve on the National Science Board through 2014. The Board oversees the National Science Foundation and advises the President and Congress on national policy related to science and engineering research and education. He has served as a member of a number of congressional task forces, research councils, and advisory boards, including the Office of Naval Research, the National Aeronautics and Space Administration, the Department of Energy, the National Research Council, and the National Academy of Engineering. In addition, he has served as a member of the Board of Directors and vice president for education for the American Institute of Aeronautics and Astronautics and is currently serving as a member of the National Science Board, co-chair of the Government Relations Committee of the Association of Public and Land-grant Universities, as a member of the U.S. Council on Competitiveness, and was recently appointed as a member of the National Advisory Council on Innovation and Entrepreneurship.

## GT CIBER

McIntyre, John R.      Executive Director, Georgia Tech CIBER  
Professor of Management and International Affairs  
Ph.D. University of Georgia  
M.P.A. Northeastern University (with distinction)  
Diploma, Cassin Institute, School of Law, University of Strasbourg

Dr. McIntyre holds his primary appointment in the Scheller College of Business as a full professor of strategy and innovation and a courtesy appointment as a professor of international economic relations in the Sam Nunn School of International Affairs, The Georgia Institute of Technology. He is the recipient of numerous federal, foundation and private sector competitive grants to conduct research and enhance international business education in the higher education environment. He is the founding Director of the Georgia Tech CIBER center. He teaches in the MBA daytime, evening and Executive MBA programs. In 1997 he led a team to create an international executive MBA at Georgia Tech, now reflected in the leading Georgia Tech EMBA-Global program. Prior to his professorial appointment at Georgia Tech, he served as a Research Associate for International Management and adjunct professor of international economic relations (Department of Political Science) at the Dean Rusk Center, University of Georgia Law School, working closely with the late Hon. Dean Rusk, former U.S. Secretary of State. Recipient of the State of Georgia Governor's Award for International Education in 2009 in recognition for many years of business educational service to Georgia at all levels. In 2017, he was made an honorary professor of the ICN graduate business school at the University of Lorraine, France. In 2006 and 2011, he co-founded the Multinational Enterprise for Sustainable Development Association (MESD) and the Chinese Globalization Association Inc. (CGA, Florida). Dr. McIntyre has extensive experience designing and implementing international business education programs recognized by the Georgia Tech-wide award of the Denning Prize for Faculty Globalization he received in 2015. Dr. McIntyre has extensive experience designing and implementing international business education programs, He has been a guest editor for recent special issues in The Multinational Business Review, Chinese Culture and Management, Chinese Management Studies, the International Journal of Emerging Markets, the International Marketing and Management Research Series (Palgrave MacMillan). He has published over 1100 articles in refereed academic and trade reviews: Author or editor of twelve books, among them ; Business and Management Education: Transition, Pedagogy and Training, Singapore, World Scientific, 2005 (reprinted 2012); Business and Management Education in Transitioning and Development Countries: A Handbook, Armonk, NY, M. E. Sharpe, 2005; Globalization of Chinese Enterprises, Palgrave Macmillan, 2008; China Rules: Globalization and Political Transformations, Palgrave Macmillan, 2009; Innovation in Business Education in Emerging Markets, Palgrave Macmillan 2013; Strategies for Sustainable Technology and Innovations, Edward Elgar, London and New York, 2013; Multinational Enterprises and the Challenge of Sustainable Development, Edward Elgar, London and Northampton, MA, 2009; Emerging Dynamics of Sustainability in Multinational Enterprises (New Horizons in International Business series), Edward Elgar, Cheltenham, UK and Northampton, MA, 2016; CSR and Climate Change Implications for Multinational Enterprises, Edward Elgar, Cheltenham, UK and Northampton, MA (forthcoming, 2018).

Hoadley, James      Associate Director, Georgia Tech CIBER  
M.B.A. Georgia Institute of Technology  
B.S., Graduate Certificate, University of South Carolina

Mr. Hoadley brings extensive personal experience to the Georgia Tech CIBER. He lived in Japan for nearly eight years, and also worked as Human Resources manager for a Japanese- owned auto parts supplier in South Carolina before coming to Georgia Tech. He has an MBA from Georgia Tech and a graduate diploma in foreign language teaching and B.A. in international studies from the University of South Carolina. He is currently enrolled in a DBA program at Grenoble Ecole de Management with a thesis topic of technology adoption. He is fluent in Japanese, and has extensive expertise in Asian business. He has taught many courses including the undergraduate level International Business, Advanced Topics in International Business courses, and the MBA-level International Practicum. He has also taught at Grenoble Ecole de Management in France.

Ulgado, Francis M.      International Business Faculty Research Director, Georgia Tech CIBER  
Associate Professor of Marketing  
Ph.D. University of Illinois at Urbana-Champaign  
M.B.A., M.A. University of Hawaii at Manoa

Dr. Ulgado has interests in international business and marketing, cross-cultural consumer behavior, multinational firm behavior, global strategy, and the economics of the Pacific Rim. He has a certificate from the Pacific Asian Institute, and has extensive consulting and teaching experience. He has published articles in the Management International Review, International Business Review, International Marketing Review, Journal of International Marketing, and others. Dr. Ulgado is a member of the Academy of International Business, the American Marketing Association, and the International Trade and Finance Association

Dr. Ulgado serves as Co-PI for the CIBER grant application.

## **REVIEW AND EVALUATION**

Shapira, Philip      Professor of Public Policy  
Director of GT Program in Science, Technology and Innovation Policy  
Ph.D., M.A. University of California, Berkeley  
M.C.P. Massachusetts Institute of Technology

Philip Shapira is a Professor in the School of Public Policy at Georgia Institute of Technology and Professor of Management, Innovation and Policy with the Manchester Institute of Innovation Research, Manchester Business School, University of Manchester. His interests encompass science and technology policy, economic and regional development, innovation management and policy, industrial competitiveness, technology trajectories and assessment, innovation measurement, and policy evaluation. Prof. Shapira currently directs research programs on nanotechnology research and innovation systems assessment (as part of the Center for Nanotechnology in Society CNS-ASU ) and on organizational influences on highly creative scientific research. He is co-editor (with R. Smits and S. Kuhlmann) of Innovation Policy: Theory and Practice. An International Handbook (Edward Elgar, 2010). Prof. Shapira is a director of the Georgia Tech Program in Science, Technology and Innovation Policy.

One of Dr. Shapira's key research areas of expertise is policy program evaluation.

Phillips, Loraine                      Associate Provost, Academic Effectiveness  
Ph.D. Texas A&M University  
M.Ed. Texas A&M University  
B.S. Indiana University

Phillips comes to Georgia Tech from the University of Texas – Arlington, where she has been serving as assistant vice provost for Institutional Effectiveness and Reporting since 2013. Her academic career spans nearly 25 years as a faculty member and administrator at UT-Arlington, Texas A&M, and Blinn College. She brings extensive experience with academic affairs initiatives, including Quality Enhancement Plans, core curriculum development and assessment, and service as the liaison to the Commission on Colleges of the Southern Association of Colleges and Schools (SACSCOC) at UT-Arlington, among others.

“Higher education is facing changing dynamics, many of which hinge upon the student experience,” said Phillips. “I look forward to joining Georgia Tech and developing programs that will strengthen the Institute’s strategic vision for student success going forward.”

Phillips holds a Ph.D. in Educational Human Resource Development and M.Ed. in Curriculum and Instruction from Texas A&M and a Bachelor of Science in Education from Indiana University.

DeStefano, Lizanne                      Director of Center for Education Integrating Science, Mathematics, and Computing (CEISMC) and professor of Psychology at Georgia Tech

Lizanne DeStefano received her Ph.D. in educational psychology from the University of Pittsburgh in 1986. Dr. DeStefano is a former special education teacher, and trained and practiced as a clinical and school psychologist. She received her B.S. in Physiological Psychology and Statistics, her M.Ed. in Special Education. Currently, Dr. DeStefano is the director of Center for Education Integrating Science, Mathematics, and Computing (CEISMC) and professor of Psychology at Georgia Institute of Technology. Her research interests include the evaluation and sustainability of innovative STEM, as well as other, educational programs; multi-site initiatives; and programs serving special populations, such as students with disabilities or those at risk for academic failure. Dr. DeStefano’s work has been funded by numerous agencies and foundations, including the National Science Foundation, the National Institutes of Health; and the U.S. Department of Education. Dr. DeStefano provides evaluation services for numerous STEM programs, including a number of multi-institutional centers/programs. In addition to serving as the evaluator for Center for Brains, Minds, and Machines (CBMM), she co-directs education and evaluation activities for the NSF-funded Emergent Behaviors of Integrated Cellular Systems Science and Technology Center and serves as the evaluator for the Center for Sustainable Nanotechnology and XSEDE’s (Extreme Science and Engineering Discovery Environment) Technology, Education, Outreach, and Services (TEOS). Dr. DeStefano evaluates numerous other NSF-funded projects, including: the Blue Waters Supercomputer educational programs; Program in Digital Forensics; the Children’s Environmental Health Center’s Community Outreach and Translation Core (COTC); and Centrality of Advanced Digitally ENabled Science (CADENS), a project that uses data visualization of computational data to create educational materials. In addition, she evaluates other NSF-funded programs such as a number of REU (Research Experience for Undergraduates) sites, Nano@Illinois RET (Research Experience for Teachers), two IGERTs (Integrative Graduate Education and Research Traineeship), and an S-STEM grant (the Merit Fellows Scholarship Program).

## **SERVE-LEARN-SUSTAIN PROGRAM**

Hirsch, Jennifer

Dr. Jennifer Hirsch is an applied cultural anthropologist recognized internationally for fostering university and community engagement in sustainability and climate action. Since August 2015, she has served as the inaugural Director of Center for Serve-Learn-Sustain at the Georgia Institute of Technology in Atlanta, Georgia in the U.S. South. “Serve-Learn-Sustain” is the Institute’s Quality Enhancement Plan - a campus-wide academic initiative preparing students to use their disciplinary expertise to “create sustainable communities” in partnership with community, nonprofit, business, and academic stakeholders.

Dr. Hirsch is a founding leader of the RCE Greater Atlanta, officially acknowledged in 2017 by the United Nations University – a Regional Centre of Expertise on Education for Sustainable Development. She is also Adjunct Assistant Professor at Georgia Tech’s School of City and Regional Planning. She serves on the faculty of The Asset-Based Community Development Institute hosted by DePaul University and on the Board of Directors of AASHE (Association for the Advancement of Sustainability in Higher Education).

## **OFFICE OF INTERNATIONAL EDUCATION**

Baird, Jennifer Evanuiik    Director, Global Internship Program and International Plan  
M. Ed. Social and Comparative Analysis of Education, Univ. of Pittsburgh  
B.S. French and International Business, Penn State University

International education professional with 11+ years experience in university and K-12 settings. Have worked with many aspects of international education including exchange programs, teacher-led group programs, and international internships. Accomplished public speaker comfortable with teaching courses and delivering workshops to college students and adult learners. Advanced knowledge of intercultural communication theory and its practical applications. Experienced in advising college students on study abroad, academics, and career development. Comfortable communicating with a variety of stakeholders, including faculty, upper administration, employers, government representatives, and parents.



## COLLEGE OF ENGINEERING

Harris, Joyelle      Director, Engineering for Social Innovation Center  
Ph.D. Engineering – Princeton University  
MBA Sustainability – Georgia Institute of Technology  
BS Electrical Engineering – Georgia Institute of Technology  
BS Mathematics – Spelman College

Dr. Joy Harris is the Director of the Engineering for Social Innovation Center at the Georgia Institute of Technology (GA Tech) in Atlanta, GA. She is also an academic faculty member in the School of Electrical and Computer Engineering at GA Tech. In addition to teaching electrical engineering courses, she provides opportunities for engineering students in any discipline to use their technical skillsets for positive social impact. Dr. Harris is also the Chief Technical Officer of a boutique educational consulting firm that specializes in providing educational content for disabled students. Dr. Harris has published several peer-reviewed research papers; she served as chief editor of the book, Cardiac Defibrillation – Prediction, Prevention and Management of Cardiovascular Arrhythmic Events; she was an editor and contributor of an industry trade magazine; and she published an electronics industry market research report. At present, Dr. Harris conducts research in engineering education and has recent publications in IEEE Frontiers in Education and the Association for Supervision and Curriculum Development (ASCD) Express. Dr. Harris is a Leadership Fellow and a leadership coach at GA Tech. She was selected as a 2015 – 2016 Teaching Fellow. She serves on the Board of Advisers for Enterprise 2 Empower, an organization that cultivates and provides resources for social enterprises. Dr. Harris is also a faculty advisor for the GA Tech chapter of Engineers without Borders. Prior to joining GA Tech, Dr. Harris worked as a Senior Packaging Engineering at Intel in Phoenix, AZ. At Intel, she helped design and manufacture Intel processors for smart phones and tablets. She also managed million dollar corporate social responsibility projects. Before Intel, Dr. Harris was a consultant for Exponent Engineering and Scientific Consulting group in Phoenix, AZ and for American Competitiveness Institute in Philadelphia, PA.

## SCHOOL OF EARTH AND ATMOSPHERIC SCIENCES

Cobb, Kim      Georgia Power Chair and ADVANCE Professor  
Ph.D., Oceanography, Scripps Institute of Oceanography, UCSD, 2002  
B.S., Geology and Biology, Yale University, 1996

Kim Cobb's research uses corals and cave stalagmites to reconstruct tropical Pacific temperature and rainfall patterns over the last decades to millennia. She received her B.A. from Yale University in 1996, and her Ph.D. in Oceanography from the Scripps Institute of Oceanography in 2002. She spent two years at Caltech in the Department of Geological and Planetary Sciences before joining the faculty at Georgia Tech in 2004. Kim has sailed on six oceanographic cruises and led five caving expeditions to the rainforests of Borneo in support of her research. Her papers regularly appear in high-profile journals, including 5 papers in Nature or Science. Kim has received numerous awards for her research, most notably a NSF CAREER Award in 2007, a Presidential Early Career Award for Scientists and Engineers in 2008, and a Sigma Chi Best Paper Award in 2013. She sits on the AAAS Climate Science Panel, the international CLIVAR Pacific Panel, and the international PAGES-CLIVAR Intersection Panel.

## **ENTERPRISE INNOVATION INSTITUTE (EI<sup>2</sup>)**

Rust, Carl            Associate Vice President for International Initiatives and Principal Director for Industry Collaboration

Carl A. Rust is Principal Director in the Office of Industry Collaboration and Associate Vice President for International Initiatives at the Georgia Institute of Technology where he is responsible for enhancing the university's international objectives, particularly those related to industry-university collaboration, entrepreneurship, commercialization, innovation ecosystems, and economic development.

Between his tenure at both Georgia Tech and the University of Maryland, Mr. Rust has accumulated over 24 years of experience in industry-university partnerships, technology transfer, new business development, commercialization, innovation-led economic development, and global collaboration. He pioneered novel collaboration models of embedding industry research, development, and innovation centers at universities. He has also forged new ways of effectively connecting university-based startup companies to larger well-established companies as potential customers, suppliers, partners, and investors.

His prior industrial experience includes serving as an engineering manager at Texas Instruments and co-founding four technology-based start-up companies. He serves as a consultant for the National Science Foundation and other organizations on industry-university partnerships, innovation ecosystem, and international collaboration matters. He has a bachelor's degree in electrical engineering from The Citadel and seventeen publications. Carl is a 2014 Fulbright award recipient to study the higher education and research system of France.

## **SHELLER COLLEGE OF BUSINESS**

Alavi, Maryam            Dean – Scheller College of Business  
Ph.D. in Management Information System, Ohio State University  
Masters in Computer Science, Ohio State University

Dean Alavi served as John and Lucy Cook Chair in Information Strategy at Emory. During her tenure at the Goizueta Business School, she served in multiple leadership positions, provided strategic direction for several academic programs, and assembled a world-class faculty with a leading-edge research and teaching portfolio.

Dean Alavi's research and thought leadership in technology-mediated learning were the guiding forces behind the development of Goizueta Business School's Modular Executive MBA format. She is also the architect of the concepts and approach forming the leadership development curriculum across the School's educational programs.

Liu, Dong

Associate Professor of Organizational Behavior  
PhD, University of Washington  
MPhil, Chinese University of Hong Kong

Dong Liu is an Associate Professor of Organizational Behavior at the Ernest Scheller Jr. College of Business, Georgia Institute of Technology. He received his PhD in Business Administration from the Michael G. Foster School of Business at the University of Washington in 2011. He also holds an MPhil in Management from the Faculty of Business Administration at the Chinese University of Hong Kong.

His research interests include creativity, event system theory, turnover, teams, and international entrepreneurship, with a particular focus on examining the multilevel interface between individuals, teams, and organizations across cultures. His research has been published and in press in the Academy of Management Journal, Academy of Management Review, Journal of Applied Psychology, Personnel Psychology, Organizational Behavior and Human Decision Processes, Journal of Management, Academy of Management Discoveries, Academy of Management Best Paper Proceedings, Ivey Case Publishing and elsewhere. He has taught courses at different levels including organizational behavior (undergraduate), cross-cultural management (undergraduate and MBA), managing global workforce (EMBA), and advanced research methods (PhD).

He has received several recognitions for his research and teaching such as the Scholarly Achievement Award from the Human Resources Division of the Academy of Management, the Best Paper with International Implications Award from the Organizational Behavior Division of the Academy of Management, the Brady Family Award for Faculty Research Excellence, the Professor of the Year Award (Core Business Courses), and the Evening MBA Elective Professor of the Year Award from the Scheller College of Business at the Georgia Institute of Technology, Finalist for the Academy of Management Review Best Paper Award, and Ivey's Ten Best Selling Cases from Ivey Case Publishing.

Malhotra, Naresh

Senior Fellow GT CIBER Center  
Regents Professor Emeritus of Marketing  
Ph.D., M.S. State University of New York at Buffalo  
MBA Indian Institute of Management

Dr. Naresh K. Malhotra is Senior Fellow, Georgia Tech CIBER and Regents' Professor Emeritus, Scheller College of Business, Georgia Institute of Technology, USA. He is listed in Marquis Who's Who in America continuously since 51st Edition 1997, and in Who's Who in the World since 2000. He received the prestigious Academy of Marketing Science CUTCO/Vector Distinguished Marketing Educator Award in 2005. In 2010, he was selected as a Marketing Legend and his refereed journal articles were published in nine volumes by Sage with tributes by other leading scholars in the field. In 2011, he received the Best Professor in Marketing Management, Asia Best B-School Award. He was selected to receive the Hind Rattan Award in 2012. He has published more than 125 papers in major refereed journals, including the Journal of Marketing Research, Journal of Consumer Research, Marketing Science, Management Science, Journal of Marketing, Journal of Academy of Marketing Science, Journal of Retailing, Journal of Health Care Marketing, and leading journals in Statistics, Management Science, Information Systems, and Psychology. In addition, he has also published numerous refereed articles in the proceedings of major national and international conferences. Several articles have received best paper research awards. He has traveled and taught in 33 countries. His book entitled Marketing Research: An Applied Orientation, Sixth Edition, was published by Prentice-Hall, Inc. in 2010. This book has been translated into Chinese, Spanish, Russian, Portuguese, Hungarian, French, Bahasa Indonesia, and Japanese. In addition to the eight translations, this book also has several English editions including North America, International, Europe, India, and Australia & New Zealand.

Oxman, Michael

Managing Director, Ray C. Anderson Center for Sustainable Business  
Professor of the Practice, Sustainable Business

Michael joined Scheller College in 2016 as the Managing Director of the Ray C. Anderson Center for Sustainable Business where he teaches business sustainability courses and oversees industry outreach, partnerships, and educational initiatives.

Prior to joining Scheller, Michael spent over twenty five years working at the intersection of international business, sustainability, and risk management including serving in leadership roles at Acorn International LLC and Business for Social Responsibility (BSR). In these roles, he advised a broad range of international energy and mining companies on local content, social impact, risk management, community engagement, reporting, CSR and human rights initiatives. Michael also has extensive commercial experience through his work at Chevron, Price Waterhouse, and the Overseas Private Investment Corporation (OPIC) in political risk, fiscal analysis, and strategic planning functions. Michael's career spans assignments in the US and a broad range of international locations including two overseas residential assignments in Central Asia.

Michael has an MBA from Rice University, an MIA in international political economy from Columbia's School of International and Public Affairs (SIPA), and a B.A. from Trinity College in Russian Area Studies. He is also an active member of the Society of Petroleum Engineers (SPE) Sustainable Development Technical Section.

Rothaermel, Frank T.

Russell B. and Nancy H. McDonough Chair in Business  
Professor  
Sloan Industry Studies Fellow  
Ph.D. University of Washington  
M.B.A. Brigham Young University  
M.A. Gerhard-Mercator University [Germany]

Frank's research focuses on the intersection of strategy, innovation, and entrepreneurship. Based on having published papers in the top 1% based on citations, Thomson Reuters identified Frank as one of the "world's most influential scientific minds." He is listed among the top-100 scholars based on impact over more than a decade in both economics and business. Businessweek named Frank one of Georgia Tech's Prominent Faculty in their national survey of business schools. The Kauffman Foundation views Frank as one of the world's 75 thought leaders in entrepreneurship and innovation.

Frank has received several recognitions for his research, including the Sloan Industry Studies Best Paper Award, the Academy of Management Newman Award, the Strategic Management Society Conference Best Paper Prize, the DRUID Conference Best Paper Award, the Israel Strategy Conference Best Paper Prize, and is the inaugural recipient of the Byars Faculty Excellence Award. Frank currently serves (or served) on the editorial boards of the Strategic Management Journal, Organization Science, Academy of Management Journal, Academy of Management Review, and Strategic Organization.

Frank regularly translates his research findings for wider audiences in articles in the MIT Sloan Management Review, Forbes, Wall Street Journal, and elsewhere. Frank is also the author of a leading textbook—Strategic Management (1e 2012; 2e 2014; 3e 2016; 4e 2018; translations: Mandarin, Korean, and Greek)—and numerous best-selling cases studies published by McGraw-Hill and Harvard Business Publishing. When launched, Frank's new textbook won the McGraw-Hill 1st ed Award of Year in Business and Economics.

Swire, Peter                      Elizabeth and Thomas Holder Chair  
Professor  
JD, Yale Law School  
BA, Princeton University

Peter Swire is Professor of Law and Ethics at the Georgia Tech Scheller College of Business. He has appointments by courtesy with the College of Computing and School of Public Policy. He is Senior Counsel with Alston & Bird, LLP.

In 2015, the International Association of Privacy Professionals, among its over 20,000 members, awarded him its Privacy Leadership Award. In 2013, he served as one of five members of President Obama's Review Group on Intelligence and Communications Technology. Prior to that, he was co-chair of the global Do Not Track process for the World Wide Web Consortium. He is Senior Fellow with the Future of Privacy Forum, and a Policy Fellow with the Center for Democracy and Technology.

Under President Clinton, Swire was the Chief Counselor for Privacy, in the U.S. Office of Management and Budget. He is the only person to date to have U.S. government-wide responsibility for privacy policy. In that role, his activities included being White House coordinator for the HIPAA medical privacy rule, chairing a White House task force on how to update wiretap laws for the Internet age, and helping negotiate the U.S.-E.U. Safe Harbor agreement for trans-border data flows. Under President Obama, he served as Special Assistant to the President for Economic Policy.

Swire is author of five books and numerous scholarly papers. He has testified often before the Congress, and been quoted regularly in the press.

Swire graduated from Princeton University, summa cum laude, and the Yale Law School, where he was an editor of the Yale Law Journal.

Toktay, Beril                      Professor of Operations Management, Brady Family Chair, and ADVANCE  
Professor;  
Faculty Director, Ray C. Anderson Center for Business Sustainability  
Ph.D. Massachusetts Institute of Technology  
M.S. Purdue University

Beril Toktay holds the Brady Family Chair and is Faculty Director of the Center for Business Strategies for Sustainability, Professor of Operations Management and ADVANCE Professor. Her primary research areas are sustainable operations and supply chain management. Professor Toktay's research has been funded by several National Science Foundation grants and has received distinctions such as the 2010 Brady Family Award for Faculty Research Excellence, first prize in the 2005 and 2006 POMS Wickham Skinner best unpublished paper competitions, and finalist in the EURO 2003 paper competition. Her research articles have appeared in refereed journals such as Management Science, M&SOM, Operations Research, Production and Operations Management and Industrial Ecology. Professor Toktay served as the Coordinator of the Georgia Tech Focused Research Program on Closed-Loop Production Systems, an interdisciplinary group of faculty from Management, Engineering and Public Policy interested in sustainable manufacturing. Professor Toktay is Area Editor (Environment, Energy and Sustainability) for Operations Research, and Co-Editor of the M&SOM Special Issue on the Environment. She serves as Associate Editor for Management Science and M&SOM. She served as the President of the M&SOM Society and the VP of Finance of the POM Society. At Georgia Tech, she serves as the Scheller College of Business ADVANCE Professor, a role that is focused on supporting the advancement of women in academia.

Zhang, Han	Steven A. Denning Professor in Technology & Management; Professor; Faculty Director, Denning Technology & Management Program Ph.D. University of Texas at Austin M.A. Texas A&M University MA, Peking (Beijing) University BA, Peking (Beijing) University
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Dr. Han Zhang is a Professor in Information Technology Management (ITM) and Steven A. Denning Professor of Technology & Management. He received his Ph.D. in Information Systems from the University of Texas at Austin. He currently serves as the Faculty Director of the Steven A. Denning Technology & Management (T&M) Program. He was the ITM Area Coordinator from 2007 to 2012 and he served as the Faculty Director of the Executive MBA Program from 2013 to 2016. Dr. Zhang held the Helen and John Taylor Rhett, Jr. Term Professorship from 2008 to 2012. He is also an affiliate research faculty member of the Center for Research in Electronic Commerce at the University of Texas at Austin.

Dr. Zhang's research focuses on economics of information technology, online trust and reputation, online word-of-mouth, and the evolution of electronic markets. His research work on the institutional setup to help small businesses grow in the digital economy has been used as the basis for testimony before the Congressional House Committee on Small Business. His research has appeared in several premier journals such as Information Systems Research, MIS Quarterly, Journal of Management Information Systems, and Decision Support Systems among others. Dr. Zhang is a senior editor for Electronic Commerce Research & Applications and Journal of Information Systems and E-Business Management. He also serves on the editorial board of Information & Management and Pacific Asia Journal of the Association for Information Systems. Dr. Zhang was one of the founding members to initiate the China Summer Workshop on Information Management (CSWIM) in 2007. He was the Program Co-Chair of the Sixth Workshop on e-Business (WeB) in 2007. He was also the workshop Co-Chair of the Inaugural China Summer Workshop on Information Management (CSWIM 2007) and the Fourth China Summer Workshop on Information Management (CSWIM 2010) and the Program Co-Chair of the 14th Pacific Asia Conference on Information Systems in 2010.

## THE IVAN ALLEN COLLEGE

Office of the Dean

Royster, Jacqueline	Dean, Ivan Allen College of Liberal Arts
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Dr. Royster is Dean of Georgia Tech's Ivan Allen College of Liberal Arts. She holds the Ivan Allen Jr. Dean's Chair in Liberal Arts and Technology, and is Professor of English in the School of Literature, Communication, and Culture.

A graduate of Spelman College in Atlanta, Royster earned an M.A. and D.A. in English from the University of Michigan. Her research centers on rhetorical studies, literacy studies, and women's studies, areas in which she has authored and co-authored numerous articles and book chapters.

She is the author of three books: *Southern Horrors and Other Writings: The Anti-Lynching Campaign of Ida B. Wells-Barnett* (1997), *Traces of a Stream: Literacy and Social Change among African American Women* (2000), and *Profiles of Ohio Women, 1803-2003* (2003).

She co-authored *Feminist Rhetorical Studies: New Horizons in Rhetoric, Composition, and Literacy Studies* (2012). She co-edited *Double-Stitch: Black Women Write about Mothers and Daughters* (1991) and *Calling Cards: Theory and Practice in the Study of Race, Gender, and Culture* (2005) and edited a textbook for college writing courses, *Critical Inquiries* (2003).

Prior to joining Georgia Tech in 2010, Royster served as Senior Vice Provost and Executive Dean of the Colleges of Arts and Sciences for The Ohio State University (OSU).



## **School of Modern Languages**

Stenport, Anna                      Chair and Professor, School of Modern Languages  
Ph.D. University of California at Berkeley  
M.A. Uppsala University  
B.A. Uppsala University

As Chair of the School of Modern Languages, Professor Anna Westerstahl Stenport leads a dynamic group of fifty-five tenure-stream faculty, lecturers, and staff. She provides oversight to the unit's multi-varied research foci, academic and curricular priorities, numerous study abroad programs in South America, Europe, Asia, and Africa, and supports the public engagement mission of the School. Holding a PhD in Comparative Literature from the University of California at Berkeley, Dr. Stenport's expertise includes transnational cinema and media, modern literature and drama, and visual and cultural studies. Her teaching includes courses in Global Cinema ("Green Screen: Environments in World Cinema" ML3813/LMC3257) and direction of undergraduate research projects.

Dr. Stenport is an expert in Arctic and Nordic cinema and media studies, and has published widely on these topics. Her books include the groundbreaking volume *Films on Ice: Cinemas of the Arctic* (Edinburgh UP, 2015; co-ed. w/ Scott MacKenzie), the first comprehensive examination of filmmaking in the global circumpolar north from 1896 to the present, as well as *Arctic Environmental Modernities: From the Age of Exploration to the Era of the Anthropocene* (Palgrave Studies in World Environmental History series, 2017; co-ed. w/ Lill-Ann Körber & Scott MacKenzie) and *Arctic Cinemas and the Documentary Ethos* (Indiana UP, advance contract; co-ed. w/ Lilya Kaganovsky and Scott MacKenzie). Current research includes "Visualizing Climate Change Through Arctic Moving Images" (w/ Scott MacKenzie), "Arctic Women Film Pioneers" (w/ Mariah Larsson), and a study of the construction of heritage sites and the use of public history in Sápmi, Northern Sweden, and Svalbard (w/ Dag Avango and Mark Safstrom).

## **The Sam Nunn School of International Affairs**

Bankoff, Joseph                      Chair and Professor of the Practice

Joe Bankoff was appointed chair of The Sam Nunn School of International Affairs in spring 2012 following six years as president & CEO of The Woodruff Arts Center and 32 years as a senior partner at the Atlanta-based law firm of King & Spalding.

Mr. Bankoff's association with Georgia Tech spans more than a decade and has been primarily focused on his work as the head of the law firm's Intellectual Property and Technology practice group. In 1998 he worked with his, then, law partner, Sam Nunn, in the creation of the first of the Nunn Policy Forums at Georgia Tech. He was a member of the advisory board of the College of Computing and served as its vice chair for several years. He has served as a board member of the Georgia Center for Advanced Telecommunications Technology (GCATT). At the request of Georgia Tech President G. P. "Bud" Peterson, he participated in Georgia Tech's 2010 strategic planning process. He currently serves as the chair of the nominating committee for the Ivan Allen Jr. Prize for Social Courage.

Mr. Bankoff's expertise ranges across law and policy, economic development, government legislation, fiscal planning, and global issues. In 1992, he took a sabbatical from his law firm to accept an appointment as a visiting scholar at the Max Planck Institute for Intellectual Property & Competition Law, Munich, Germany. There he became engaged in the analysis of multi-jurisdictional copyright claims arising from satellite television in Europe. He later represented German Television (ZDF) in a related dispute with Turner Broadcasting. He also served as counsel to Atlanta's Olympic Organizing Committee negotiating the television rights agreements for Europe (EBU), Canada, Australia, Latin and South America, and the United States.

Woodall, Brian

Professor

Ph.D., University of California at Berkeley (Political Science)

Brian Woodall joined the faculty of the Sam Nunn School in 1994. He received his PhD in Political Science from the University of California at Berkeley, and has held full-time faculty positions at the University of California at Irvine and at Harvard University as well as visiting appointments at the University of Tokyo, Tokyo Institute of Technology, and Tohoku University. Dr. Woodall is the author of *Growing Democracy in Japan: The Parliamentary Cabinet System Since 1868* (University Press of Kentucky), *Japan Under Construction: Corruption, Politics, and Public Works* (University of California Press), and *Japan's Changing World Role* (Japan Society), and co-editor of *Elections in Japan, Korea, and Taiwan Under the Single Non-Transferable Vote* (University Michigan Press). In addition, he has authored numerous articles and book chapters, served as Chair of the Southern Japan Seminar, and serves on the editorial boards of *Routledge Studies on Comparative Asian Politics* and several academic journals. He served for many years on the Board of Corporate Advisors to the Who's Who in Asian American Communities Foundation. His current research focuses on issues of sustainable development, including: 1) energy and environmental policies; and 2) the role of institutions in shaping transportation investment, equity, and regional prosperity. Dr. Woodall has received funding support from the Fulbright Commission (U.S. Japan Educational Commission), Coca-Cola Foundation, U.S.-Japan Friendship Commission, the Abe Fellowship Program of the Social Science Research Council, the University of California Pacific Rim Research Program, and the Japan Foundation. His teaching includes graduate and undergraduate courses in comparative politics, East Asia, Japanese politics and political economy, and U.S.-Japan relations.

Awards and Distinctions:

Fulbright Scholar (Japan)

Abe Fellowship (Social Science Research Council)

Young, Alasdair

Professor

Co-Director, Jean Monnet Center

Co-Director for the Center for European and Transatlantic Studies

DPhil, University of Sussex

MIA, Columbia University

BA, University of Pennsylvania

Alasdair Young is Professor of International Affairs. He co-directs the Center for European and Transatlantic Studies, a Jean Monnet Center of Excellence. He held a Jean Monnet Chair (2012-15) and received the Ivan Allen College's Distinguished Researcher Award in 2015. Beyond Georgia Tech, he is co-editor of *JCMS: Journal of Common Market Studies* and was chair of the European Union Studies Association (USA) (2015-17). Before joining Georgia Tech in 2011 he taught at the University of Glasgow in the UK for 10 years.

Alasdair has written four books, including *The New Politics of Trade: Lessons from TTIP* (Agenda Publishing, 2018) and *Parochial Global Europe: 21st Century Trade Politics* with John Peterson (Edinburgh) (Oxford University Press, 2014). He has edited 13 other volumes, including *Triangular Diplomacy among the European Union, the United States and the Russian Federation: Responses to Crisis in Ukraine* with Vicki Brichfield (PalgraveMacmillan, 2018); the seventh edition of *Policy-Making in the European Union* with Mark Pollack and Helen Wallace (Oxford University Press, 2015) and a special issue of the *Journal of European Public Policy* on the European Union as a global regulator (Vol. 22/9, 2015). He has published more than a dozen articles -- including in *Global Environmental Politics*, the *Journal of Common Market Studies*, the *Journal of European Public Policy*, the *Review of International Political Economy*, and *World Politics* -- and written more than 30 book chapters. He was editor of the British Political Studies Association journal *POLITICS* (2006-11) and the *JCMS Annual Review of the European Union* (2006-8). He has performed consultancy work for the American and British governments and for the European Commission.



## **Lafayette Institute**

Kippelen, Bernard

Joseph M. Pettit Professor  
Director, Center for Organic Photonics and Electronics  
President, Lafayette Institute

From 1990 to 1997 he was Chargé de Recherches at the CNRS, France. In 1994, he joined the faculty of the Optical Sciences Center at the University of Arizona. There, he developed a research and teaching program on polymer optics and plastic electronics. He holds 15 patents and has co-authored over 235 refereed publications and 12 book chapters. He served as chair and co-chair of numerous international conferences on organic optoelectronic materials and devices. Dr. Kippelen is the president of the Lafayette Institute, a major optoelectronics commercialization initiative that is based at Georgia Tech-Lorraine in Metz, France.

In August 2003, Dr. Kippelen joined the School of Electrical and Computer Engineering at the Georgia Institute of Technology where his research ranges from the investigation of fundamental physical processes (nonlinear optical activity, charge transport, light harvesting and emission), to the design, fabrication and testing of light-weight flexible optoelectronic devices and circuits based on nanostructured organic materials. He currently serves as director of the Center for Organic Photonics and Electronics and associate director of CIS:HSEM an Energy Frontier Research Center funded by the U.S. Department of Energy. He serves as deputy editor of Energy Express.

## **Partner Institutions and Organizations**

### **Kennesaw State University**

Askildson, Lance Ph.D.

Vice-Provost & Chief International Officer  
Associate Professor of Linguistics

Dr. Lance R. Askildson serves as Vice-Provost and Chief International Officer at Kennesaw State University where he also holds a tenured faculty appointment in Linguistics. Previously, Dr. Askildson was the Assistant Provost for Internationalization and the founding Director of the Center for the Study of Languages & Cultures at the University of Notre Dame where he also served as a faculty member of Second Language Education. Dr. Askildson is an interdisciplinary scholar of international and global studies, second language acquisition, language program administration & assessment and language learning technology. He has published extensively within these areas of research and has served as the managing editor of multiple academic journals and a contributing editor for many more. Dr. Askildson has also been an active member and leader of many academic and professional organizations throughout his career. He is the former Executive Secretary of the International Association for Language Learning Technology and current chairman of the United Nations Institute for Training & Research Center in Atlanta (CIFAL Atlanta) as well as a current trustee and board member of the Center for the Advanced Study of International Education and a board member of the federally funded Title VI National Foreign Language Resource Center on Language Assessment & Evaluation based at Georgetown University.

## **Technical College System of Georgia**

Bond, Ian                      Executive Director, International Center

Dr. Ian Bond is the Executive Director of the International Center. For more than 25 years he has initiated, led, and managed international projects in education and humanitarian relief, as well as social and economic development in many countries worldwide. As former president of a liberal arts university, he developed strong ties with educators and institutions in China. Executive Director, International Center.

## **University of the District of Columbia**

Arora, Anshu                      Associate Professor of Marketing  
PhD – IIT-Delhi

Anshu Arora was the Director of Global Logistics and International Business Education Research (G-LIBER)' Center of Excellence and Associate Professor of Marketing in the College of Business Administration, Savannah State University, Savannah, Georgia. She is a Certified Project Management Professional (PMP) from Project Management Institute (PMI), USA and holds a Foundation Certificate in IT Service Management from Information Systems Examination Board (ISEB), UK. Dr. Arora has been a Visiting Professor at the University of California, Davis and Thunderbird School of Global Management, Glendale, Arizona. She was awarded Ph.D. in the area of Hypermedia CMEs from the Indian Institute of Technology, Delhi, India. Dr. Arora is the winner of Advertising Educational Foundation (AEF) faculty internship - Visiting Professor Program (VPP) 2010 in New York City. Dr. Arora has more than a decade of industrial and academic experience.

## **Savannah State University**

Niranjan , Suman                      Associate Professor,  
Director of Interdisciplinary Transportation Studies and G-LIBER Center  
PhD, Engineering - Wright State University  
MS, Human Factors Engineering - Wright State University  
BEEng, Electronics and Communication Engineering - Visvesvaraya Technological University

The SSU-COBA's Global Logistics and International Business Education Research (G-LIBER) Center of Excellence is designed to increase the awareness and understanding of globalization, international business, global logistics, and supply chain management of the Savannah Metropolitan Area (SMA) amongst students, faculty and SMA business community. The primary mission of the G-LIBER center is to deliver quality global business education to a diverse undergraduate minority student population (commonly represented by the first-generation college students) with a goal of improving and strengthening the students' retention, progression and graduation. The focuses on faculty development in the G-LIB area and help the community and local businesses to grow and compete nationally and globally by facilitating and training the faculty, students and industry professionals on NASBITE Certified Global Business Professional (CGBP) certification exam in order to strengthen their global business competence.

## **Advisory Council Members (Representative Sample)**

Agnihotri, Ani President and CEO, IIIrd Millenium Technologies, USIBRC

Ani Agnihotri served as the President/CEO of IIIrd Millennium Technologies, Inc., as well as the Founder/Managing Partner of US India Business and Research Center prior to joining Tula. In February of 2013, the state of Karnataka, India awarded him for his efforts in promoting closer ties between U.S. and Indian companies, universities and government agencies.

Beyond his professional accomplishments, Ani stays active in his community and serves on many professional, social, and community organizations including USA India Business Summit, India's Supply Chain: Markets and Opportunities Conference, Leadership Atlanta, Georgia-Indo American Chamber of Commerce, Film Festival of India, and the Atlanta Indo-American Film Festival. Ani was also Co-Chair of Atlanta's Indo-Jewish Coalition, Co-Chair of the Leadership Atlanta Closing Retreat Meeting 2014, and a Member of the Board of Sponsors of MLK International Chapel at Morehouse College.

Gomez, Mike President, Allegro Consulting and the Motum Group

Mike Gomez was an award winning civilian aerospace engineer and accident investigator for the USN before joining the USAF. He was a flight safety and system safety engineer overseeing the safe conduct of production flight testing for Boeing He has been a large complex sales campaign leader, then international regional sales director with Boeing and Lockheed. He has led and won multiple complex sales campaigns against Russian, French, UK, and U.S. competitors to sell over \$10B in military fighter jets to our foreign allies.

He has authored numerous business growth articles for Atlanta Business Chronicle, AJC, Business Insider, and Gwinnett Business Journal. He was 2010 recipient of Metro Atlanta's Global Impact Award. He was 2009 Chairman of the Selection Committee for Metro Atlanta Small Business Person of the Year Award. He has been a mentor at ATL Tech Village and Four Athens Tech Incubator.

Rose, Barbara President and Senior Partner at New Generation Partnerships, Inc

More than 25 years experience in education, healthcare and consulting for not-for-profit organizations. Has been a keynote speaker at the 9th Global Businesswomen's and Leaders Forum in Dubai, UAE, presented the capitalistic concept of philanthropy to a group of Chinese doctors in Shengyang, China, have conducted a seminar on fundraising to healthcare professionals from the Netherlands. She trained the newly-appointed board of Tubman University in Harper, Liberia. Her organization with help of funding from Rotary Clubs and individuals, has dedicated a school built in Haiti. She has worked with the Dean of the Ivan Allen College of Georgia Tech to bring a highly valued art exhibit of Central African art to Atlanta, Georgia. She currently serves on several not for profit organizations boards: youthSpark, Possible Woman Foundation International, Tubman University Foundation (Harper, Liberia), National Center for Appropriate Technology (NCAT) Alumni Circle, and is a Past President of the Midtown Atlanta Rotary.

Streichenberger, Iwan     CEO, North America, Pearson Online Publishing

Iwan Streichenberger is a global, digital transformation leader with broad and deep general management experience and particular leadership skills within complex industries undergoing massive changes. His work includes successful LBOs and IPOs with large private equity sponsors such as Bain Capital, Thomas H. Lee, Blackstone and Apax Partners, and more than 15 years of experience in senior executive positions within big data, privacy experience, digital media, education and Ed tech, entertainment, publishing and consumer goods industries.

A sought-after industry expert and chief executive, he has spoken at national conferences including as the 2013 SxSWedu closing keynote with Bill Gates or at the MIT Sloan School of Management. He sits or has been on the Board of various companies and organizations including the Software and Information Industry Association (SIIA), the French American Chamber of Commerce.

Some of his professional achievements include the digital transformation of a \$1.3bn publisher while executing a successful LBO, the global expansion and successful IPO of a \$400m hardware and software company, a number of M&A transactions and integrations and more recently the creation and management of an ambitious “Big Data” initiative, funded by the Bill and Melinda Gates Foundation, designed to bring deep education personalization to US public education.

Iwan has worked and lived in many countries around the world including in Paris (France) for Vivendi Universal, Bain Consulting and the Boston Consulting Group; in Johannesburg (South Africa) for L’Oreal as well as in the United States in Boston and San Francisco for Houghton Mifflin and Edusoft and in Atlanta for Promethean and inBloom.

He holds a AMP degree from the Harvard Business School and a Master in Management from ESCP Europe (France)

West, Robert     Founding Partner, Wasserman West

In his more than 25 years of international experience, Mr. West routinely assists clients in inbound and outbound transactions involving contract parties and interests throughout Latin America, Europe and Asia with respect to market entry, strategic alliances and joint ventures; cross-border inbound and outbound investment, and international mergers and acquisitions; sale and distribution of goods; global sales contracting and procurement strategies; multi-jurisdictional enforceability of international agreements; import and export of goods and United States export controls; and international privacy compliance.

Mr. West is the Chairman of the International Partners Council, Metro Atlanta Chamber; Co-chair of the Global Commerce Council, Metro Atlanta Chamber; Chairman of the Board of Directors of the Brazilian-American Chamber of Commerce of Georgia; Senior Advisor to the Brazil-U.S. Business Council; and a member of the Advisory Council of the Georgia Tech Center for International Business Education and Research.

He has been a regular guest lecturer at various professional organizations, companies and U.S. and Latin American universities, including Georgia Tech, Georgia State University, Emory University School of Law, Universidad de Buenos Aires, and Universidad Católica Argentina, on the topics of doing business in the U.S. and Latin America and legal aspects of cross-border transactions. He has been recognized for his expertise in the field of international law by Georgia Super Lawyers (2006 through 2010 editions).

Wong, Lani      Chair, National Association for Chinese Americans

Lani Wong is a recognized community leader at the local, national, and international levels. She has been at the forefront of community service and community leadership for 30 years. Lani is a true pioneer in her vision and foresight in promoting U.S.-China relations, excellence in education, participation of Asian Americans in the American political process, and the importance of charitable organizations to serve the greater needs of the community. She is a board member of Development Authority of DeKalb County, (Secretary), Delta Air Lines Global Diversity Alliance, Georgia Perimeter College Foundation, Metro Atlanta Chamber - Global Business Council, Atlanta Women's Foundation, Georgia Women's Institute, International Women Forum of Georgia and Public Broadcasting of Atlanta

### **InterCultural Edge (icEdge)**

Russell, Jeff

JEFF RUSSELL is Founder and Managing Partner of ICEdge, LLC, which he began at Duke University's Fuqua School of Business in 2002 as a collaboration between a promising team of interdisciplinary researchers, practitioners and key stakeholders at leading business schools across the United States.

At the Fuqua School of Business, Mr. Russell also co-founded Global ORN, a research-driven community providing actionable insights and benchmarking to global sourcing executives. Mr. Russell assembled executives from leading financial services companies, top management advisories, government agencies, and global technology solutions companies to form an executive roundtable that spun off from Duke in 2013 and is now operating under the name Global SRN.

From 2001-2014, Mr. Russell served as the Director of Research Operations for the Duke University Center for International Business Education and Research (CIBER) at the Fuqua School of Business. There he spearheaded strategic initiatives through innovative collaborations with fortune 100 companies, advisories, and other top-tier business schools.

## **Nine University and College International Studies Consortium of Georgia**

Rajgopal Sashti

Director, NUCISCG

Selected to join the roster of Fulbright Specialists for a period of five years (2016 - 2021). Received more than \$5,000,000 in direct and matching grants. Extensive teaching and Fulbright related study/travel experience in more than two dozen countries in East, Southeast and South Asia; Europe; the Middle East; and Latin America. International Education Advisor to universities and colleges across the U. S. and consultant to a global cross-cultural training company. He holds M. A. in Geography, 1971 (December), University of Akron and an M. A. in Geography, 1968 (May), Osmania University, India. His areas of interest include International Education, Training and Development; Cross-Cultural Training; Economic Development and Social Change; Global Issues; International Relations; and promoting mutual understanding between United States and other countries. He has worked at Georgia Institute of Technology, Atlanta, Georgia (2015 - Present): as Advisor, Fellowships and Sponsored Programs, Sam Nunn School of International Affairs and the School of Public Policy - assisted undergraduate and graduate students to secure prestigious Fulbright and other fellowships and internships. Also at Middle Georgia State University, Macon, Georgia (2014-2015) at Southern Polytechnic State University, Marietta, Georgia (2009 – 2014) at Abraham Baldwin Agricultural College, Tifton, Georgia (2008-2009): International Education Advisor and Consortium Director, at Clayton State University, Morrow, Georgia (2004 – 2008, at Columbus State University, Columbus, Georgia (1990 - 2014) and at Grambling State University, Grambling, Louisiana (1970 - 1990): Instructor, Assistant Professor and Coordinator for Resource Development. Taught courses in geography and secured several Fulbright-Hays and other grants for faculty and curriculum development.

## **UGA SBDC**

Erwin, Robert

Bob Erwin is Senior International Business Consultant with the University of Georgia SBDC International Trade Center. He has over 35 years of experience in the field of international trade. Prior to joining UGA he held numerous senior positions in government and industry, and has worked in over 35 countries. Previous positions include: Commercial Vice Consul with the British Consulate General - Atlanta; Executive Director of the American Building Products Export Council,- Washington, DC; and Director of the International Trade Division of the Georgia Department of Industry, Trade & Tourism. Mr. Erwin is a registered architect and holds a B.A., B.Arch, and M.Arch from Syracuse University. He has also served as President of the National Association of Small Business International Trade Educators (NASBITE). He is a NASBITE Certified Global Business Professional (CGBP), a Certified CGBP Trainer, and a NASBITE Distinguished Fellow.

Appendix 1-C, Matrix of Program Modules & Statutory Purposes and Requirements - GT CIBER VIII (18-22)	STATUTORY PURPOSES §12 (a)(1)						MANDATORY REQUIREMENTS §12 (c)(1)						Competitive		Inv
	National and Regional Resource	Critical Languages & Fields	Research and Training	Training to Students	Regional Resource to Business	Academic Outreach	Languages & International Studies	Business Training	Intensive Training	Collaboration	Research for Curriculum	Competitiveness Research	MSI/CC	Business Assoc. or Entity	Language & Performance
Program Element I: An Interdisciplinary Approach to Applied Languages and Intercultural Studies for Global Agility in Technology and Business Fields															
a. Implement an M.S. in Global Media & Culture (GMC)			✓	✓			✓								
b. Extend Applied Languages and Intercultural Studies (ALIS) program															
i) Master-level program			✓	✓			✓								
ii) Stand-alone non-degree graduate certificate			✓	✓	✓		✓								✓
c. Upgrade Interdisciplinary Minor in International Business, Language and Culture	✓						✓	✓							
d. Develop Online Apps for Language and Culture Learning	✓		✓	✓	✓		✓	✓			✓		✓		✓
e. Expand the use of ACTFL Proficiency Test to Overseas Campuses				✓	✓		✓			✓					
f. Minor in Middle Eastern and North African Studies		✓					✓								
g. Spring Sem in French Science and Sustainability (Smart Cities focus) at GT Lorraine			✓	✓			✓		✓	✓		✓			
h. Spring Sem. in Chinese Science and Sustainability (Smart Cities focus) at GT Shenzhen			✓	✓			✓		✓	✓		✓			
i. Support University System of Georgia introductory-level online instruction in critical languages															
1) Open to high school students	✓	✓		✓			✓			✓			✓		
2) Offered by GT Profession Education Division	✓	✓					✓			✓			✓	✓	✓
j. Develop Advanced-Level LCTL courses in business		✓					✓	✓			✓				
k. Language for Business Technology (LBAT) Pedagogical Workshop for Instructors	✓	✓					✓	✓	✓				✓		
l. CIBER Business Language Conference	✓	✓					✓	✓		✓	✓		✓		
m. Business Language Research Teaching consortial awards for faculty		✓					✓	✓	✓		✓	✓	✓		
n. Business Language Case Competition (undergrad, with Brigham Young University CIBER)				✓			✓	✓	✓		✓		✓		
Program Element II: Advancing International Specializations in a Digitizing Academic Environment															
a. Enhance Scheller College International MBA Practicum															
i) Four simultaneous locations			✓	✓				✓	✓						
ii) Utilize GT overseas campuses			✓	✓				✓	✓						
iii) Sustainability-focused practicum			✓	✓				✓	✓						
b. GT Executive MBA (EMBA) China Residency															
i) increase US corporate projects			✓	✓	✓			✓	✓						
ii) Certificate Program with Beijing University of Posts and Telecommunications		✓		✓				✓	✓	✓					✓
c. T&M Program Conducting Business in China Certificate Shenzhen University				✓				✓	✓	✓					✓
d. TI:GER Global Projects Increase				✓				✓							
e. FDIB - Support MSI/CC Faculty Participation															
i) Year 1 and 3 - Ireland with UCONN	✓						✓			✓			✓		
ii) Year 2 and 4 - Costa Rica & Panama with Univ. of Miami	✓						✓			✓			✓		
f. CIBER Consortial Case Challenge with UCONN	✓		✓	✓				✓		✓					
g. Infuse Global dimensions in Minor in Leadership Studies															
i) In business (ILE)			✓	✓				✓							
ii) Global Engineering Track			✓	✓				✓							
h. Problem-solving learning to IB in Ethics, Innovation and Sustainability	✓	✓			✓		✓				✓				
i. Strengthen IP Plan															
i) Create university-wide class in Global Economics			✓	✓				✓	✓		✓				
ii) boost SCOB participation			✓	✓				✓	✓						
j. Faculty Curricular Awards			✓				✓			✓			✓		
III. The GT Global Campus Model: Scaling Faculty and Student Engagement for Global Reach at a Technology University															
a. Work Abroad/Global Internship Program															



i) increase student award support				√				√								
ii) expansion to Korea and Israel		√						√								
iii) increase under-represented student participation				√				√								
b. Extend use of GTL and GTS Campuses																
i) Management programs			√					√		√				√		
ii) Applied social sciences			√							√				√		
c. Global Engineering Immersion Program : Tri-continental certificate	√		√							√						
d. Deepen GT Shenzhen (GTS) Offerings										√						
i) Innovation, Strategy and Entrepreneurship			√					√		√	√					
ii) East Asian Program presence			√				√									
e. GT-Peking University-Emory University doctoral biomedical joint program		√	√								√	√				
f. GT Costa Rica TIP center student projects			√					√								
g. GT Panama Logistics Innovation Research Center																
i) Faculty-led IB Projects			√			√		√						√		
ii) GT MBA IB Programs			√					√								
h. New semester-length programs at GTL, GTS, Galway			√					√			√					
	STATUTORY PURPOSES §12 (a)(1)						MANDATORY REQUIREMENTS §12 (c)(1)						Competitive			
<b>Appendix 1-C, Matrix of Program Modules &amp; Statutory Purposes and Requirements - GT CIBER VIII (18-22)</b>	National and Regional Resource	Critical Languages & Fields	Research and Training	Training to Students	Regional Resource to Business	Academic Outreach	Languages & International Studies	Business Training	Intensive Training	Collaboration	Research for Curriculum	Competitiveness Research	HBCUMSI/CC	Business Association or Entity	Language & Performance	
<b>IV: Optimizing GT's Research Strengths : Global Innovation, Sustainability, Security and Fluency</b>																
a. Research Axes																
i) First Research Axis: Global innovation & US enterprise generation			√									√				
ii) Second Research Axis: Sustainable Governance			√									√				
iii) Third Research Axis: Transnational and US security challenges			√									√				
iv) Fourth Research Axis: Global Cultural Fluency			√									√				
b. IB Lecture Series																
c. CIBER Core Faculty & Expert Teams (see list)			√									√				
d. Faculty Awards and Selection Committee			√									√				
e. CIBER Visiting Scholar Program and CIBER Fellows	√		√			√				√		√				
f. GT CIBER Working Paper Series (annual)	√		√							√						
g. Expand employability of Doctoral Candidates in IB																
i) Biennial Doctoral Consortial Workshop	√		√			√				√		√	√			
ii) AIBSE Doctoral Workshop	√		√			√				√		√	√			
h. Biennial Multinational Enterprises and Sustainable Development (MESD) Consortium	√		√			√				√			√			
i. China Goes Global Consortium – Chinese Market Access	√		√			√				√	√		√			
j. REER (Research Engineering Entrepreneurship Roundtable), annual research conference	√		√							√	√					
k. Collaboration with GT IISP: data nationalism, cybersecurity and data privacy	√									√						
l. C4NGL Joint Research Project - Next-Gen Innovation			√											√		
m. Business Analytics Country Risk Analysis	√		√											√		
n. Seminar Series: US Critical Infrastructures and Global Competitiveness	√													√		
o. International Consortium for Chinese Studies Annual Meeting	√					√	√			√						
p. Techno-Competitiveness Indicators and Geographic Mapping of Innovation Patterns	√															
q. IB research opportunities under the Undergraduate Research Opportunities Program (UROP)			√													
<b>V. Globally-Focused Servant-Leadership: Producing Responsible Managers</b>																
a. Global Social Ventures Competition	√				√		√									



b. #Summer Internships for GT Students at KSU UN CIFAL Center	✓								✓				✓	
c. UN RCE with Anderson Center	✓			✓			✓		✓					
d. Engineering for Social Innovation Center - bottom of the pyramid student projects			✓							✓				
e. Global Leadership-Living-Learning Community														
i) Undergrad participants			✓	✓			✓			✓				
ii) Graduate Assistants with International Experience			✓				✓			✓				
f. CreateX "Born Global" component			✓				✓			✓				
g. Global Sustainability-focused Study Abroad Summer Programs														
i) Japan			✓				✓	✓		✓				
ii) Italy Climate Change			✓				✓	✓		✓				
iii) LBAT to Germany			✓				✓	✓	✓	✓				
iv) LBAT to Spain			✓				✓	✓		✓				
v) Leadership for Social Good - Central/Eastern Europe			✓					✓		✓				
h. Global Change Initiative Program										✓				
i) Climate Ambassadors program	✓	✓						✓		✓				
ii) Pedagogical modules/cases creation	✓		✓		✓					✓				
<b>VI: Addressing CIBER Stakeholders' Needs: Local Adaptation to a Fast-Changing Global Market and Workforce</b>														
a. Annual Georgia Tech Global Business Forum	✓													
i) North American Innovation Ecosystem	✓					✓	✓							
ii) Northeast Asia, Core of Industry 4.0	✓					✓	✓							
iii) Transatlantic Data Privacy and Digital Protectionism						✓	✓							
iv) India and Emerging Economies: Outsourcing and Reshoring						✓	✓							
b. USA India Business Summit Annual business outreach conference	✓					✓				✓				
c. Lafayette Institute - training programs for int'l product adaptation for US startups				✓							✓			
d. I-Corps program for International Expansion for High-Growth Technology Ventures				✓							✓			
e. IoT for Manufacturing ; workshop on scaling IoT for globally-competitive manufacturing				✓							✓			
f. G-LIBER (Global Logistics Business Education and Research at Savannah State University)			✓	✓					✓	✓				
g. #Creation of Global Value Logistics & International Business Education and Research Ctr UDC	✓		✓						✓	✓		✓		
h. Leveraging our international student organizations at Georgia Tech:														
i. GT AIESEC			✓		✓									
ii. Fulbright Students Association	✓		✓		✓									
i. #CIBER MSI/CC Consortium—CMCC, in collaboration with eight major research institutions.			✓		✓	✓			✓	✓		✓		
j. #SEUS Consortium for Globalizing Business Education for MSI/CC	✓		✓		✓	✓			✓	✓		✓		
<b>VII: Contributing to Georgia's Global Economic Growth Objectives</b>														
a. #Global Commerce Internship Opportunities – GT and MSI/CC consortium students	✓			✓					✓				✓	
b. NDEC – the National District Export Councils CIBER Consortial Partnership	✓			✓					✓				✓	
c. #Export-U3	✓			✓					✓					
d. Orbatl – Global Cities Initiative	✓	✓		✓					✓				✓	
e. SETAAC – training support in export methods for SMEs	✓			✓					✓				✓	
f. Georgia Manufacturing Survey													✓	
i) Internationalize Content	✓			✓										
ii) Diffuse results for Georgia	✓			✓										
g. *icEdge cross-cultural communication training for executives	✓		✓	✓					✓					
h. *KSU Online pre-departure cross-cultural orientation for executives	✓	✓	✓	✓					✓					
i. GT CIBER IB Podcast	✓			✓										
j. #TCSG – Workshops on Workforce Development & Comparative Apprenticeship Systems				✓					✓	✓	✓		✓	
k. #Assistance in Overseas Training Partnership – Japan, France, Switzerland	✓			✓					✓				✓	
l. GT Corporate Innovation Centers									✓					
i) Workshop on leveraging GT Innovatory Platform to attract FDI				✓					✓				✓	
ii) Create International Class Projects for MBA Practica			✓	✓	✓				✓				✓	
m. PDIB for Georgia Tech Alumni in Central and Eastern Europe					✓						✓			
n. E12 Manufacturing Extension Division - Georgia Tech Soft Landing	✓			✓					✓		✓		✓	

## **Appendix 1-D Georgia Tech CIBER Core Faculty and Regional and Sectoral Expert Teams**

### ***A. GT CIBER Core Faculty (multidisciplinary)***

ASENSIO, OMAR ISSAC, School of Public Policy  
ATASU, ATALAY, Scheller College of Business  
BANKOFF, JOSEPH, Sam Nunn School of International Affairs  
BARTHOLDI, JOHN, School of Industrial Systems Engineering  
BEST, MICHAEL, Sam Nunn School of International Affairs  
BOLKEN, ANJALI THOMAS, Sam Nunn School of International Affairs  
BOWMAN, KIRK, School of International Affairs  
BRAUNSTEIN, MARK, Enterprise Innovation Institute  
BIRCHFIELD, VICKI, Sam Nunn School of International Affairs  
BOSTON, THOMAS, Sam Nunn School of International Affairs  
CACERES-ALLEVA, DIANE, Sam Nunn School of International Affairs  
CHAVA, SUDHEER, Scheller College of Business  
COBB, KIM, School of Earth and Remote Sciences  
COMFORT, KELLY, School of Modern Languages  
COTTILE-FOLEY, NORA, School of Modern Languages  
CRITTENDEN, JOHN, College of Engineering  
DAS, SUMAN, School of Materials Science and Engineering  
DASS, NISHANT, Scheller College of Business  
DHOOGHE, LUCIEN, Scheller College of Business  
EUN, CHEOL, Scheller College of Business  
HUSBANDS FEALING, KAYE, School of Public Policy  
FOSTER, PAUL, School of Modern Languages  
GALLOWAY, VICKI, School of Modern Languages  
GHOSH, SOUMEN, Scheller College of Business  
GRAHAM, STUART, Scheller College of Business  
GIULIANO, JONATHAN, Scheller College of Business  
GOODMAN, SEYMOUR, Sam Nunn School of International Affairs and College of Computing  
HALES, JEFFREY, Scheller College of Business  
HIGGINS, MATT, Scheller College of Business  
IPPOLITO, CHRISTOPHE, School of Modern Languages  
JAYARAMAN, NARAYAN, Scheller College of Business  
KALLIN, BRITTA, School of Modern languages  
KIPPELEN, BERNARD, School of Computer and Electrical Engineering  
KIKUCHI, MASATO, School of Modern Languages  
KLEIN, HANS, School of Public Policy  
KREIGE, JOHN, School of History and Sociology  
KU, DAVID, School of Biomedical Engineering and Mechanical Engineering

LI, XIAOLIANG, School of Modern Languages  
LIU, DONG, Scheller college of Business  
LU, HANCHAO, School of History and Sociology  
MALHOTRA, NARESH Scheller College of Business  
NAIR, USHA, School of Economics  
NARASIMHAN, SRI, Scheller College of Business  
NORTON, BRYAN, School of Public Policy  
NICOLESCU, MARIUS, Scheller College of Business  
OETTL, ALEX, Scheller College of Business  
RODRIGUEZ, JUAN, School of Modern Languages  
ROTHAERMEL, FRANK, Scheller College of Business  
ROYSTER, JACQUELINE, Ivan Allen College  
SALBU, STEVE, Scheller College of Business  
SHALLEY, CHRISTINA, Scheller College of Business  
SHINZATO, RUMIKO, School of Modern Languages  
SHU, PIAN, Scheller College of Business  
SINGHAL, VINOD, Scheller College of Business  
STENPORT, ANNA , School of Modern Languages  
SUBRAMANIAN, RAVI, Scheller College of Business  
SWIRE, PETER, Scheller College of Business  
TAYLOR, MARK, School of Public Policy  
THOMAS, VALERIE, School of Public Policy and School of Industrial Systems Engineering  
TOKTAY, BERIL, Scheller College of Business  
ULGADO, FRANCIS, Scheller College of Business  
VANDE VATE, JOHN, School of Industrial Systems and Engineering  
WALSH, JOHN, School of Public Policy  
WEBER, KATJA, Sam Nunn School of International Affairs  
WHITE, CHELSEA, School of Industrial Systems Engineering  
WOODALL, BRIAN, Sam Nunn School of International Affairs  
YANG, PERRY, College of Design (architecture city planning)  
YOUNG, ALSADAIR, Sam Nunn School of International Affairs  
WANG, BEN, School of Materials Science and Engineering  
WANG, FEI-LING, Sam Nunn School of International Affairs  
WU, DJ, Scheller College of Business  
ZHANG, HAN, Scheller College of Business

## **REGIONAL RESEARCH TEAMS**

### **North America (NAFTA and Central America)**

Lucien Dhooge  
Diane Alleva-Caceres  
Thomas Boston  
John Bartholdi (ISYE)

### **European Union**

Alasdair Young  
Vicki Birchfield  
Peter Swire  
John Krige  
Alain Louchez

### **Northeast Asia**

Han Zhang  
D.J. Wu  
Brian Woodall  
Hanchao Lu  
Rumiko Shinzato

### **South Asia**

Anjali Thomas Bolken  
Ani Agnihotri (Advisory Board)  
Usha Nair  
Alka Citrin  
Rajesh Shasti

## **TECHNOLOGY FAMILY TEAMS**

### **Sustainable or greenable technologies**

John Crittenden  
Beril Toktay  
Michael Oxman  
Kim Cobb

### **Platform Technologies**

Suman Das  
Alain Louchez  
Ben Wang  
Bernard Kippelen

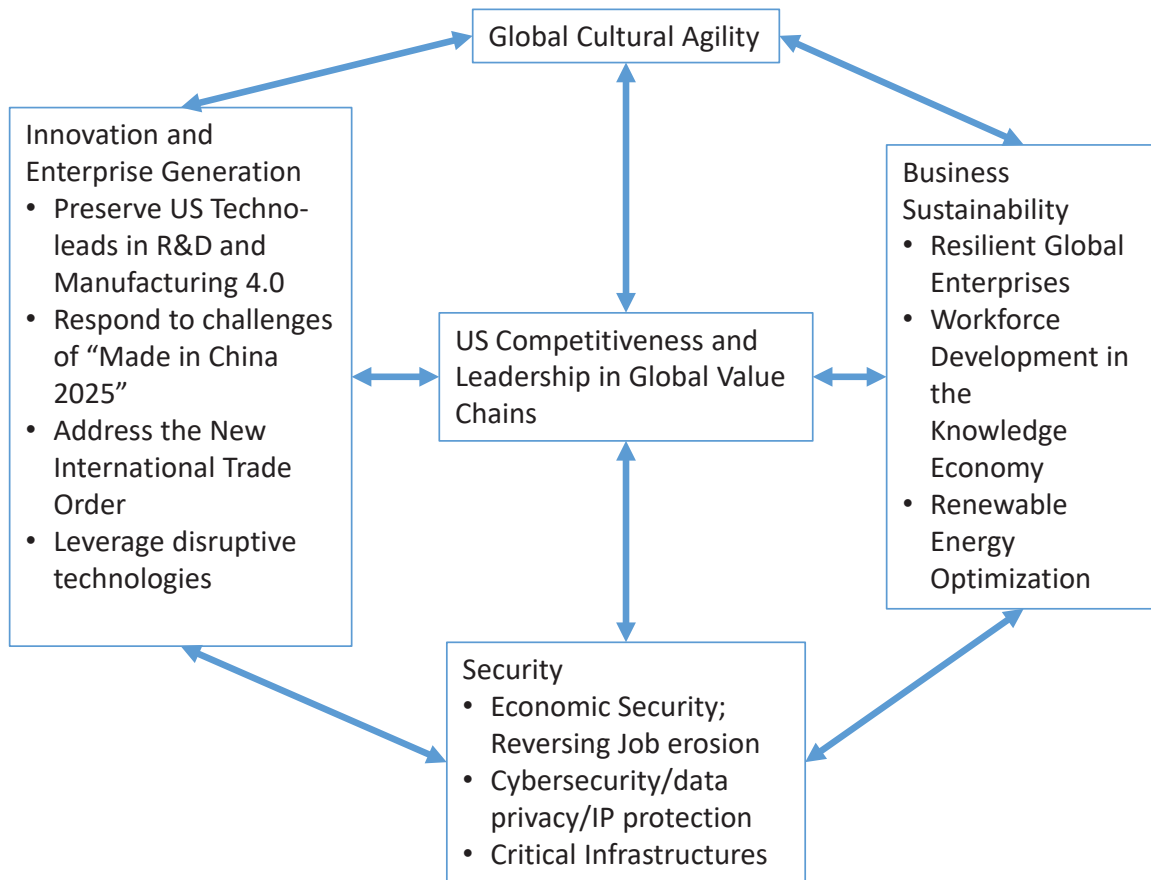
### **Distributive Technologies**

Soumen Ghosh  
Chelsea White  
Vinod Singhal

### **Life Sciences Technologies**

David Ku  
Matthew Higgins  
Mark Braunstein

**Appendix 1-E The Ecosystem of US Global Competitiveness in the  
Late Globalization phase viewed  
Through the Prism of Georgia Tech's Research Strength**





### Fellows on the Council of Global Affairs

Ghassan Al-Regib	School of Electrical & Computer Engineering
Nelson Baker	Georgia Tech Professional Education
Roger Ball	School of Industrial Design
Joe Bankoff	School of International Affairs
Gisele Bennett	Georgia Tech Research Institute
Vicki Birchfield	School of International Affairs
Kim Cobb	School of Earth & Atmospheric Sciences
Rich DeMillo	School of Computer Science
Jeff Evans	Georgia Tech Research Institute
Eric Feron	School of Aerospace Engineering
Bonnie Ferri	Office of the Provost
Larry Jacobs	College of Engineering
King Jordan	School of Biology
Surya Kalidindi	School of Mechanical Engineering
Adjo Kennedy	School of Civil & Environmental Engineering
Pinar Keskinocak	School of Industrial & Systems Engineering
Bernard Kippelen	School of Electrical & Computer Engineering
Vijay Madiseti	School of Electrical & Computer Engineering
Seth Marder	School of Chemistry and Biochemistry
John McIntyre	Scheller College of Business
Paul Neitzel	School of Mechanical Engineering
Sebastian Pokutta	School of Industrial & Systems Engineering
Carl Rust	Office of the Vice Provost for International Initiatives
Anna Stenport	School of Modern Languages
Beryl Toktay	Scheller College of Business
Bruce Walker	School of Psychology
Chip White	School of Industrial & Systems Engineering
Ellen Zegura	School of Computer Science
Tong Zhou	School of Electrical & Computer Engineering
Cheng Zhu	School of Biomedical Engineering

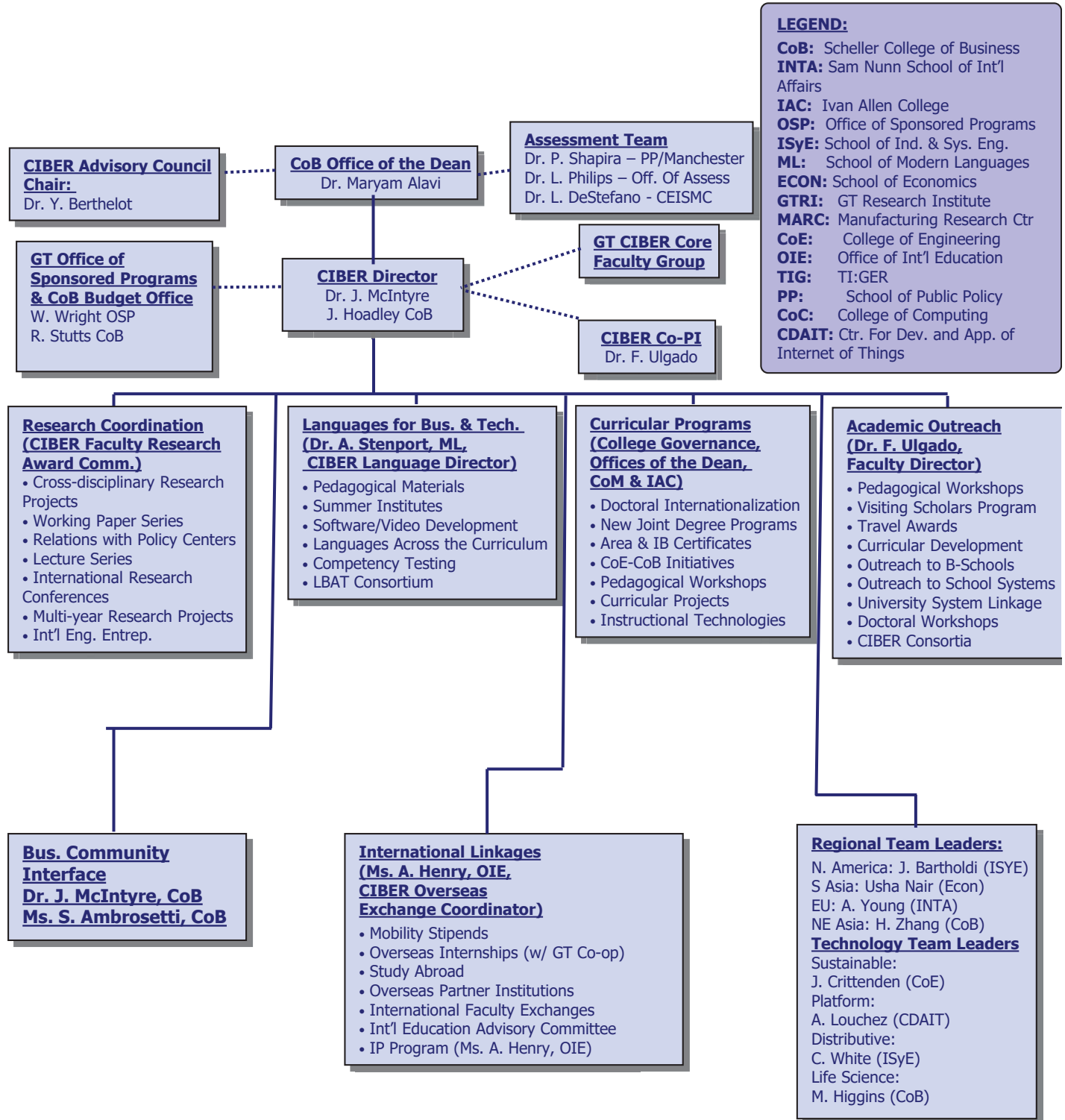
#### Ex-officio

Yves Berthelot	Office of the Provost
Monique Tavares*	Office of the Vice Provost for International Initiatives
Marta Garcia	Office of Development
Amy Henry	Office of International Education

\*Starting April 15, 2018

## Appendix 2-A Georgia Tech CIBER Administrative Structure (18-22)

### Georgia Tech CIBER Administrative Structure (18-22)





## **Appendix 2-B PROGRAM ELEMENTS AND MODULES, GEORGIA TECH CIBER 2018-2022**

N=New

S=Scaled

E=Expanded

#=Competitive Priority

\*=Invitational Priority

### **Program Element I: Furthering an Interdisciplinary Approach to Applied Languages and Intercultural Studies for Global Agility in Technology and Business Fields**

- a. Implement an M.S. in Global Media & Culture (GMC), jointly with Language, Media and Culture School of and School of Modern Languages N
- b. Extend Applied Languages and Intercultural Studies (ALIS) program to Master-level Program and new Stand-Alone non-degree Graduate Certificate (Professional Education) S
- c. Upgrade Interdisciplinary Minor in International Business, Language and Culture S
- d. \*Develop Online Tools for Language and Cross-Cultural Learning N
- e. \*Expand the use of ACTFL Proficiency Test to Overseas Campuses S
- f. Create a Minor in Middle Eastern and North African Studies; (jointly between School of History and Sociology, Sam Nunn School of International Affairs and School of Modern Languages) N
- g. Spring Semester in French Science and Sustainability (Smart Cities focus) at GT Lorraine European Extension Campus N
- h. Spring Semester in Chinese Science and Sustainability (Smart Cities focus) at the GT Chinese Extension Campus, Shenzhen N
- i. Support University System of Georgia (USG) introductory-level online instruction in critical languages 1) Open to high school students N 2) Offered by GT Profession Education Division S
- j. Develop Advanced-Level LCTL (Less commonly taught language) courses in business N
- k. Establish a Language for Business Technology (LBAT) Pedagogical Workshop for Instructors-Sharing the GT Model N
- l. CIBER Business Language Conference (a CIBER consortial initiative) E
- m. Business Language Research Teaching consortial awards for faculty E
- n. Business Language Case Competition (undergrad, with Brigham Young University CIBER) E

### **Program Element II: Advancing International Business Specialization in a Digitizing Academic Environment**

- a. Enhance Scheller College International MBA Practicum 1) expand to four locations simultaneously, E 2) Utilize GT Overseas campus locations of GT Lorraine and GT Shenzhen E 3) Add a Sustainability-focused International Practicum N
- b. GT Executive MBA (EMBA) China Residency: increase US corporate projects E; Certificate Program with Beijing University of Posts and Telecommunications S

- c. GT Denning Technology & Management (T&M) Shenzhen University, China, Certificate Program in Conducting Business in China (40 students, undergrad joint engineering & business) (Dr. Han Zhang, Scheller) E
- d. TI:GER (NSF-funded), Technology Innovation to Generate Economic Results: increase global corporate projects from 3 to 7 (joint MBA, PhD Eng, JD: Prof. J. Guliano) E
- e. #FDIB – Biennial – Year 1 and 3, Ireland (UCONN) Year 2 and 4, Costa Rica and Panama (University of Miami), including support for participation by MSI/CC partner school faculty N
- f. CIBER Consortial Case Challenge (with UCONN; 4- student teams) N
- g. Infuse global dimensions in Minor in Leadership Studies
  - (a) In business, (Inst. of Leadership and Entrepreneurship) N, (b) global engineering track (A. Amekudzi-Kennedy) N
- h. Apply problem-solving Learning to IB in Ethics, Innovation and Sustainability (“wicked problems: (M. Hoffman) N
- i. Strengthen IP Plan (International Plan)- 1) create a new university-wide class in Global Economics required to obtain IP designation degree (A. Henry) N 2) boost Scheller College of Business participation (J. Hoadley) E
- j. Faculty curricular awards; deepen above offerings in international-business related classes E

**Program Element III: Expanding Utilization of The Georgia Tech Global Campus Model: Faculty and Student Engagement for Global Reach at a Technology University**

- a. #Work Abroad/Global Internship Program 1) participation increase student award support E 2) expansion to Korea and Israel E 3) Support Under-represented Students in International Co-Op & Internship Opportunities (J. Baird) N
- b. Extend use of Lorraine European and Shenzhen Chinese Extension Campuses for GT degree programs in management (Scheller) & applied social sciences (IAC) (Dr. Y. Berthelot) E
- c. Global Engineering Immersion Program : Tri-continental certificate (Atlanta, Metz, Shenzhen GT Campuses) (Dr. Tong Zhou, ECE) S
- d. Deepen offerings at GT Shenzhen Campus; 1) Offer Innovation, Strategy, and Entrepreneurship at GT Shenzhen (F. Rothaermel, Scheller) N 2) Support East Asian Program Presence (B. Woodall, INTA) N
- e. GT-Peking University-Emory University doctoral biomedical joint program: extend cross-cultural and negotiation training at Beijing (Prof. C. Zhu, BME) S
- f. GT Costa Rica Center for Productivity, leverage location and facility for more student projects in the various business programs (EMBA, MBA, undergraduates, T&M) N
- g. GT Republic of Panama Logistics Innovation Research Center, leverage location and facility for faculty-led IB projects and more GT MBA IB programs (ISYE School) N
- h. New Semester-length Programs at GT Overseas Campus Locations – Lorraine, Shenzhen, Galway N

**Program Element IV: Optimizing GT’s Research Strengths: Global Innovation, Sustainability, Security and Fluency**

- a. Four cross-cutting research axes:
  - i. Global innovation & US enterprise generation

- ii. sustainable governance
  - iii. transnational and US security challenges
  - iv. global cultural fluency
- b. IB Lecture Series (see research axes in IV a) jointly with the Monnet European Ctr, the Ctr for International Strategy, Technology Policy, Institute of Leadership & Entrepreneurship, Ray C. Anderson Ctr and China Research Ctr at GT N
- c. CIBER Core Faculty and Experts (see list appended)
- d. CIBER annual Research Awards and Selection Committee
- e. GT CIBER Visiting Scholar Program and CIBER Fellows E
- f. GT CIBER Working Papers (drawing from research and outreach conferences) S
- g. Expand employability of Doctoral Candidates in IB; Creation of Biennial Doctoral CIBER Consortial Workshop (D. Liu), support AIBSE Doctoral workshop (J. McIntyre) N
- h. Multinational Enterprise and Sustainable Development (MESD ®) consortial research conference, biennial (J. McIntyre) S
- i. China Goes Global (CGG ®), annual consortial research conference on Chinese market access (J. McIntyre) S
- j. REER (Research Engineering Entrepreneurship Roundtable), annual research conference (A. Oettl) S
- k. Collaboration with GT Institute for Information Security and Privacy (IISP): data nationalism, cybersecurity and data privacy (P. Swire, Scheller and co-director IISP) N
- l. Center on Next Generation Logistics C4NGL with National University of Singapore (C. White ISyE) – Joint Research Project on Next-Generation Innovation N
- m. Scheller College Business Analytics Center – Apply business analytics techniques to country risk analysis for supply chain N
- n. Support Seminar Series : US Critical Infrastructures and Global Competitiveness (J. Bankoff) N
- o. Support International Consortium for Chinese Studies (non-Confucius Centers) annual Meeting (one of them at GT, H. Lu, History, Director, China Research Center) N
- p. Techno-competitiveness Indicators and Geographic Mapping of Innovation Patterns: GT CIBER and the Technology Policy Assessment Center (TPAC, Prof. A. Porter, co-director) – Develop technology emergence country indicators E
- q. IB research opportunities under the Undergraduate Research Opportunities Program (UROP) E

#### **Program Element V: Producing Responsible Managers: Globally-Focused Servant Leadership**

- a. Global Social Ventures Competition (GSVC), GT CIBER annual Prize to best student team (with GT Institute of Leadership and Entrepreneurship ; Eastern Region champion ; D. Pap) S
- b. #Collaboration with Kennesaw State University's United Nations CIFAL Center : summer internships for GT student (S. Newhall, KSU) N
- c. U.N. Regional Center for Expertise(UN RCE-Georgia, Regional, based at GT) develop with Ray C. Anderson Center (J. Hirsch, M. Oxman) N
- d. Work collaboratively with the Engineering for Social Innovation (ESI) Center (College of Engineering, J. Harris) for « bottom of the pyramid » student projects. N

- e. Establish a working collaboration with Global Leadership-Living-Learning Community (GLLC @ Georgia Tech) (freshman experience, 50 a year). Provide Graduate assistants with international experience for freshman experience. (A. Noffsinger) N
- f. Enhance “CreateX-Learn” - Cross-university enterprise creation initiative – add “born global” component to 3-credit class semester (J. Harris) N
- g. Promote a series of Global Sustainability-focused Study Abroad/Summer Programs :
  - i. Japan Summer sustainability E
  - ii. Italy Climate Change Summer program E
  - iii. LBAT to Germany on sustainability E
  - iv. LBAT to Spain on sustainability E
  - v. Leadership for social good summer program-Central/Eastern Europe. (undergraduate) E
- h. Collaborate with the newly founded Global Change Initiative Program (Dr. Kim Cobb, School of Earth and Atmospheric Sciences)
  - i. Climate Ambassadors Program N
  - ii. Pedagogical modules/cases creation N

**Program Element VI: Meeting CIBER Stakeholders’ Needs: Local Adaptation to a Fast-Changing Global Market and Workforce**

- a. Annual Georgia Tech Global Business Forum S
  - i. Year I: The North American Innovation Ecosystem: Source of US Competitiveness
  - ii. Year II: Northeast Asia, Core of Industry 4.0: Preserving US. Technological Leads
  - iii. Year III: Transatlantic Data Privacy and Digital Protectionism : Implications for US Firms
  - iv. Year IV: India and Emerging Economies : Outsourcing and Reshoring US Strategies
- b. UIBS, USA India Business Summit annual business outreach conference S
- c. Lafayette Institute, GT European Campus, a research technology platform for US start-ups :
  - i. Leverage facility to co-develop training programs in international product adaptation/expansion for U.S. startups (B. Kippelen) N
- d. Consortial Multi-year Program for International Expansion for High-Growth Technology Ventures (Leverage NSF-funded Innovation Corps (I-Corps) nodes with consortial CIBERs for workshops) N
- e. IoT for Manufacturing ; workshop on scaling IoT for globally-competitive manufacturing (A. Louchez, CDAITT) N
- f. #Multi-year Support for G-LIBER (Global Logistics Business Education and Research at Savannah State University): continue to train BS in Global Logistics for Georgia Ports Authority—guest lectures, joint research. (S. Niranjini) S
- g. #Support Creation of Global Value Logistics & International Business Education and Research (GVC-LIBER) Center of Excellence at University of District Columbia (A. Arora) N
- h. Leveraging our international student organizations at Georgia Tech:
  - i. GT AIESEC (40 members) S
  - ii. Fulbright Students Association of GT (J. McIntyre, Faculty Advisor) S
- i. #CIBER Minority Serving Institutions (MSI), Community Colleges (CC) Consortium—CMCC, in collaboration with eight major research institutions. N

- j. #Southeast US Consortium for Globalizing Business Education for MSI and CC (4-year follow-through program led by GT, USC, Miami) E

## **Program Element VII: Contributing to Georgia's Global Economic Growth Objectives**

- a. #Global Commerce Internship Opportunities – Facilitation with GT and MSI/CC consortium students (M. Waters, Georgia Department of Economic Development) N
- b. NDEC – the National District Export Councils CIBER Consortial Partnership S
- c. #Export-U<sup>3</sup> Promote the use of training modules and webinars among the academic units of Georgia Tech and our partner universities (e.g. KSU, MSI/CC consortium) in internationally-focused business education courses (B. Erwin, SBDC) E
- d. Orbatl – Global Cities Initiative; work with metro-area international development organization to develop FDI strategies for the Atlanta Region with USG student internship N
- e. SETAAC – Southeast Trade Assistance Adjustment Centers – housed in Georgia Tech Enterprise Innovation Institute (EI<sup>2</sup>) – provide training support in export methods for SMEs N
- f. Georgia Manufacturing Survey – 1) provide input to internationalize content E 2) Help in diffusion of results for Georgia as an FDI location (J. Youtie) N
- g. \*icEdge cross-cultural communication training for executives (J. Russell) N
- h. \*KSU Online pre-departure cross-cultural orientation for executives, Putting theory into practice. (I. Strawn-Valcy) N
- i. GT CIBER IB Podcast – Use Scheller podcast studio to create monthly podcast series on IB topics of relevance to Georgia audience, leveraging GT CIBER Advisory Council and contact list N
- j. #Technical College System of Georgia – Workshops on Workforce Development & Comparative Apprenticeship Systems, Open GT CIBER Programs to TCSG Faculty, (I. Bond) N
- k. #Assistance in Overseas Training Partnership – Japan, France, Switzerland (current UK, Germany), Developing sustainable flow of GA apprentices, based on Governor's High Demand Career Initiative, adding Global Skills N
- l. GT Corporate Innovation Centers – Workshop on leveraging GT Innovatory Platform to attract FDI – Create International Class Projects for MBA Practica N
- m. PDIB for Georgia Tech Alumni in Central and Eastern Europe (P. Severa) N
- n. EI<sup>2</sup> Georgia Manufacturing Extension Program N (K. Fite) N

## **Appendix 2-C**

### **Letters of Support**

- US Senate – Johnny Isakson
- US Senate – David Perdue
- US House of Representatives – John Lewis
- Georgia Governor – Nathan Deal
- Georgia Department of Economic Development – Mary Waters
- Atlanta Mayor – Keisha Lance Bottoms
- Georgia Tech President – G.P. “Bud” Peterson
- Georgia Tech Vice Provost for International Initiatives – Yves Berthelot
- Kennesaw State University Vice Provost for Global Affairs & Chief International Officer – Lance Askildson



JOHNNY ISAKSON  
GEORGIA

<http://isakson.senate.gov>

131 RUSSELL SENATE OFFICE BUILDING  
WASHINGTON, DC 20510  
(202) 224-3643

ONE OVERTON PARK  
3625 CUMBERLAND BOULEVARD, SUITE 970  
ATLANTA, GA 30339  
(770) 661-0999

**United States Senate**  
WASHINGTON, DC 20510

VETERANS' AFFAIRS  
CHAIRMAN

SELECT COMMITTEE ON ETHICS  
CHAIRMAN

FINANCE

HEALTH, EDUCATION,  
LABOR, AND PENSIONS

SUBCOMMITTEE ON  
EMPLOYMENT AND WORKPLACE  
SAFETY, CHAIRMAN

FOREIGN RELATIONS

SUBCOMMITTEE ON  
STATE DEPARTMENT AND USAID  
MANAGEMENT, INTERNATIONAL OPERATIONS,  
AND BILATERAL INTERNATIONAL  
DEVELOPMENT, CHAIRMAN

June 6, 2018

Dr. Timothy Duvall  
Senior Program Officer  
International and Foreign Language Education  
Centers for International Business Education  
U.S. Department of Education  
1990 K Street, N.W., 6<sup>th</sup> Floor  
Washington, D.C. 20006-8521

RE: CFDA 84.220

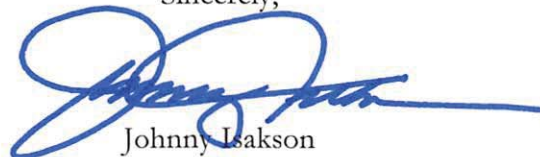
Dear Dr. Duvall:

I am writing regarding the Georgia Institute of Technology and its application for the Centers for International Business Education grant program administered by the U.S. Department of Education.

The Georgia Institute of Technology is applying for a renewal grant to continue operating a Center for International Business Education and Research. Using this funding, the Georgia Institute of Technology seeks to continue to help ensure Georgia's long-term economic competitiveness through renewed partnerships across the state and a focus on research and creating real-world experiential global learning for students.

In respect for your established policies and procedures, I request that you give the Georgia Institute of Technology your consideration for this grant. I would appreciate you keeping my office informed of the progress of this application and any grants awarded under this funding title. If you have any questions, please do not hesitate to contact my Grants Director Maureen Rhodes at (770) 661-0999.

Sincerely,



Johnny Isakson

JHI/mar

## United States Senate

June 11, 2018

The Honorable Betsy DeVos  
Secretary of Education  
United States Department of Education  
400 Maryland Avenue, SW  
Washington, D.C. 20202

Dear Secretary DeVos:

I write to you in support of Georgia Institute of Technology (GT) and their application for continued funding through the Center for International Business Education (CIBER) grant program. This grant is administered through the Office of International and Foreign Language Education underneath the United States Department of Education (DOE) and listed as CFDA 84.220

The CIBER center at Georgia Tech, created in 1993, is one of seventeen national resource centers of excellence in international business funded through the DOE. To further their mission of ensuring long-term international economic competitiveness, GT has requested funding for CIBER so their center can continue with their cutting-edge research in the field of international business and work closely with local businesses, associations, organizations, and minority and underserved communities. Their efforts, alongside the United States Export Assistance Center and Georgia Department of Economic Development, work to guide the small and medium-sized businesses in Georgia towards securing their place as a leader in the global economy. GT's CIBER Center not only benefits Georgia's economy, but also the region and nation as a whole.

In respect for your established policies and procedures, I ask that you give your full consideration to Georgia Institute of Technology for this grant. I would appreciate you keeping my office informed of the progress of their application and any grants awarded under this funding title. If my office can be of further assistance please do not hesitate to contact my Grants Director, Sarah Baska, at [sarah\\_baska@perdue.senate.gov](mailto:sarah_baska@perdue.senate.gov).

Kindest regards,



David Perdue  
United States Senator

DP:sb



JOHN LEWIS  
5TH DISTRICT, GEORGIA

SENIOR CHIEF DEPUTY  
DEMOCRATIC WHIP

COMMITTEE ON  
WAYS AND MEANS

CHAIRMAN,  
OVERSIGHT SUBCOMMITTEE

INCOME SECURITY  
AND FAMILY SUPPORT



**Congress of the United States**  
**House of Representatives**  
**Washington, DC 20515-1005**

WASHINGTON OFFICE:  
343 CANNON HOUSE OFFICE BUILDING  
WASHINGTON, DC 20515-1005  
(202) 225-3801  
FAX: (202) 225-0351

DISTRICT OFFICE:  
THE EQUITABLE BUILDING  
100 PEACHTREE STREET, N.W.  
SUITE # 1920  
ATLANTA, GA 30303  
(404) 659-0116  
FAX: (404) 331-0947

June, 7, 2018

Dr. Timothy Duvall  
Program Officer  
International and Foreign Language Education  
Centers for International Business Education  
U.S. Department of Education  
1990 K Street, NW, 6th floor  
Washington, DC 20006-8521

Dear Dr. Duvall:

I write regarding the Georgia Institute of Technology's application for federal support, under Section 612 of Title VI of the Higher Education Act of 1965, to be designated as a national resource center in international business. The population of our state has grown from 6 million to over 9 million in recent years and the economy of our state has more than doubled. To continue this positive trend, Georgia requires institutions like the Center for International Business Education and Research (CIBER) centers.

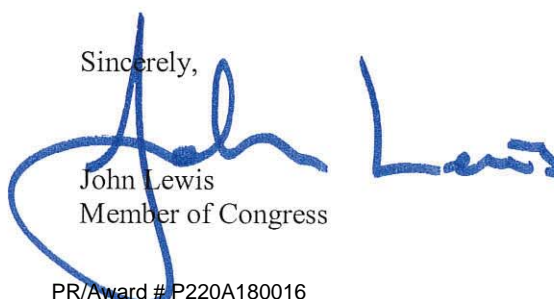
CIBER centers help to ensure Georgia's long-term economic competitiveness by helping to certify that Georgia colleges and universities have business education programs and supporting cutting-edge research in the field of international business. By fostering close relationships with local businesses, associations, and organizations this will encourage and guide our small and medium-sized businesses in Georgia to increase exports and to improve their effectiveness in the global economy.

The centers provide vital services and programs that cannot be generated from the private sector. These centers benefit not only the institutions in which they are located, but also to the region as a whole, including institutions focused on improving underserved communities.

The presence of a CIBER center at the Georgia Institute of Technology in the past has been a great benefit to our state as a whole, and it will do so through programs that continue serve minority institutions, community and technical colleges, as well provides real world global learning for students to ensure employability.

Thank you in advance for your thorough review and consideration of this application. Please do not hesitate to contact Mr. Jared McKinley on my staff to discuss the merits of this initiative.

Sincerely,



John Lewis  
Member of Congress

JL:jm

PR/Award # P220A180016

Page e121



STATE OF GEORGIA  
OFFICE OF THE GOVERNOR  
ATLANTA 30334-0900

Nathan Deal  
GOVERNOR

June 5, 2018

Dr. Timothy Duvall  
Program Officer  
International and Foreign Language Education  
Centers for International Business Education  
U.S. Department of Education  
1990 K Street, NW, 6th floor  
Washington, DC 20006-8521

Dear Dr. Duvall,

The Georgia Tech Center for International Business Education and Research (GT CIBER) has been an invaluable resource for the state of Georgia since its inception in 1993. Centers like GT CIBER are important in maintaining Georgia's global competitiveness. GT CIBER has helped bridge the gap between higher education and the business community to develop networks and programs to grow their success in the global marketplace.

I support the Georgia Institute of Technology in its renewal application for continued federal support as a national resource center of excellence in international business. It has been an important partner of the Georgia Department of Economic Development's International Trade and Investment Divisions. We look forward to continued work together promoting trade with our state's great industries and making our state a welcoming place for investment by the hundreds of international firms which call our state home. Georgia Tech CIBER helps ensure that graduates of Georgia institutions of higher education are prepared to compete in the global economy and that we have a reliable source of well-trained graduates to meet the challenges of the future.

Please give favorable consideration to this request for continuation funding. If my office can be of assistance regarding this request, please contact Morgan McCombs [mmcombs@georgia.gov](mailto:mmcombs@georgia.gov).

Sincerely,

A handwritten signature in black ink that reads "Nathan Deal". The signature is written in a cursive, flowing style.

Nathan Deal



June 7, 2018

Dr. Timothy Duvall  
Senior Program Officer  
International and Foreign Language Education Centers for International Business Education U.S.  
Department of Education  
1990 K Street, NW, 6<sup>th</sup> floor  
Washington, DC 20006-8521

Dear Dr. Duvall:

The Georgia Department of Economic Development's International Trade team has worked collaboratively and effectively with the Georgia Tech Center for International Business Education & Research (GT CIBER) since its establishment in 1993, as a national resource center for Georgia. The Center provides significant outreach programs to business and academic communities in the State of Georgia, further to its mandate contained in the Higher Education Act of 1967, as amended, and under which it operates. GT CIBER is located at Technology Square in Midtown Atlanta, the heart of Georgia's innovation and technology ecosystem. As Atlanta's technology clusters have grown and evolved, GT CIBER has focused its educational and training programs on providing critical insights on globalization to startups, entrepreneurs, and managers of business operations in technology-intensive businesses.

The Department is pleased to continue its long-standing support of and collaboration with Georgia Tech CIBER as it applies for competitive funding for federal fiscal years 2018-2022. The Georgia Department of Economic Development has provided guidance to the Center and has been a part of its Advisory Council since its inception. GT CIBER supports Georgia's economic development goals in international technology markets through education, business outreach and research, and it is our hope that this collaboration continues in the years to come.

Sincerely,

Mary Waters  
Deputy Commissioner, International Trade  
Georgia Department of Economic Development  
75 5<sup>th</sup> Street NW, Suite 1200  
Atlanta, GA 30308  
404-962-4120



## CITY OF ATLANTA

55 TRINITY AVE., S.W.  
ATLANTA, GEORGIA 30335-0300

TEL (404) 330-6100

KEISHA LANCE BOTTOMS  
MAYOR

June 4, 2018

Dr. Timothy Duvall, Program Officer  
International and Foreign Language Education  
Centers for International Business Education  
U.S. Department of Education  
1990 K Street, NW, 6th floor  
Washington, DC 20006-8521

Greetings:

As 60<sup>th</sup> Mayor of the City of Atlanta, it is my pleasure to support the Center for International Business Education & Research (CIBER) at the Georgia Institute of Technology and its application for the renewal of the *Title VI Center for International Business Education Grant*.

The City of Atlanta is proud of the Center for International Business Education & Research for serving as a national resource for the teaching of business and international context. Through its exceptional efforts, CIBER has enhanced our nation's global competitiveness by providing innovative international business education, research and faculty development programs.

Since its inception, Georgia Tech CIBER has made significant contributions to the Southeast by implementing numerous business outreach, research and educational programs. In addition to strengthening international business education at the higher education level, Georgia Tech CIBER guides small and medium-sized enterprises owned and operating in underserved communities. The invaluable support that Georgia Tech CIBER has provided to the community and technical colleges, as well as Historically Black Colleges and Universities, ensures that all educational partner institutions benefit from embracing Atlanta's increasing presence on the global stage. Georgia Tech CIBER shares the vision of Atlanta and is committed to ensuring that our city presents a diverse and unified face to the world.

The City of Atlanta fully supports CIBER at Georgia Tech and its effort to receive additional funding through the *Title VI Center for International Business Education Grant*. If you have any questions regarding my recommendation, please feel free to contact Ms. Vanessa Ibarra, Deputy Director, at [vibarra@atlantaga.gov](mailto:vibarra@atlantaga.gov) or 404-546-1977.

Sincerely,

Keisha Lance Bottoms





# Georgia Institute of Technology

Office of the President

June 1, 2018

Dr. Timothy Duvall  
Program Officer  
International and Foreign Language Education  
Centers for International Business Education  
U.S. Department of Education  
1990 K Street, NW, 6th floor  
Washington, DC 20006-8521

Dear Dr. Duvall:

Since its creation in 1993, the Georgia Tech Center for International Business Education and Research (GT CIBER) has been serving a key role at the Georgia Institute of Technology. It has helped to internationalize our curricula, promote overseas program development, and contribute to the overall internationalization of the Institute. It promotes a multidisciplinary business-focused research agenda which seeks to understand innovation and global competitiveness. We appreciate the previous funding from the Department of Education and are pleased to apply for another grant for this worthwhile center.

Georgia Tech students, faculty and researchers are committed to designing and implementing solutions to a host of problems affecting the global environment, human society, and the international economy. To that end, Georgia Tech has created our Global Change Program, which focuses on developing strong education and research partnerships within the Georgia Tech community, leveraging our expertise in energy technology and policy, sustainability, environmental science and engineering, and computer science. The Georgia Tech Center for International Business Education and Research has been a key factor in supporting these initiatives, and helping Georgia Tech toward its goal of becoming a leader for positive change in the world.

The Institute's mission statement includes, "The Georgia Tech community – students, staff, faculty, and alumni – will realize our motto of "Progress and Service" through effectiveness and innovation in teaching and learning, our research advances, and entrepreneurship in all sectors of society." GT CIBER contributes tremendously to our mission. I am pleased to offer my strongest support for the application, and offer my sincere hope that the awarding of the grant will allow the Center to continue in its role as an integral part of Georgia Tech's mission of producing global business leaders.

Sincerely,

G. P. "Bud" Peterson  
President

Georgia Institute of Technology  
Atlanta, Georgia 30332-0325 U.S.A.  
PHONE 404-894-5051  
FAX 404-894-1277

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Dr. Timothy Duval  
Program Officer  
International and Foreign Language Education  
Centers for International Business Education  
U.S. Department of Education  
1990 K Street, NW, 6th floor  
Washington, DC 20006-8521

May 30, 2018

Dear Dr. Duval,

The Georgia Tech Center for International Business Education and Research (GT-CIBER), a national center of excellence, is an organic part of the globalization strategy of the Georgia Institute of Technology and the global campus model we have deployed in the past few years.

Georgia Tech has a long history of preparing its students to become leaders in international business; it also has placed global entrepreneurship education at the heart of its concerns in insuring the continued international competitiveness of the U.S. economy in cutting-edge innovation-driven technologies which define the new founts of comparative advantage across nations. One of the cornerstones of our current effort is the Center for International Business Education and Research (CIBER), located in our nationally ranked Scheller College of Business. I write to you today in support of this grant renewal application.


As chair of the GT CIBER Advisory Council, I have been extremely impressed by the successful strategy of the Center to craft a program design for its application that is responsive to the global positioning and strategic plan of the Georgia Institute of Technology as well as the growing clusters of technology firms with significant international potential located in close vicinity of our Atlanta campus and also of its affiliates in the region. The volume of activity of the Center has been impressive with measurable impact on the local business community.

Georgia Tech has long been committed to insuring diversity in its faculty and student body and in working hand with underrepresented communities to insure their full participation in the Georgia Tech vision and future. This application is fully aligned to this set of priorities.

The emphasis that this application places on the central themes of the Georgia Tech's current Quality Enhancement Plan (QEP) in global sustainability, social responsibility, and technology innovation to solve humanity's defining issues as well as the central place built in the program design of working hand-in-hand with our various local constituencies in promoting global engagement speak to the dedication and motivation of our applicant colleagues.

The Office of the Vice Provost for International Initiatives strongly supports this application for federal funding for a national center for international business education under Title VI of the Higher Education Act of 1965, as amended.

Sincerely,



Yves H. Berthelot, Ph.D.  
Vice-Provost for International Initiatives  
And Steven A. Denning Chair in Global Engagement



Dr. Timothy Duvall  
Program Officer  
International and Foreign Language Education  
Centers for International Business Education  
U.S. Department of Education  
1990 K Street, NW, 6th floor  
Washington, DC 20006-8521  
Phone: (202) 502-7628

*May 25, 2018*

Dear Dr. Duvall:

I have recently been informed that Georgia Tech is submitting an application for renewal of the Center for International Business Education and Research, as funded by the US Department of Education. As Vice-Provost and Chief International Officer of Kennesaw State University, I understand the importance of global perspective and a solid understanding of the international economic system. Indeed, cultivating a sophisticated and operational understanding of our increasingly interconnected and globalized world is central to our educational mission at Kennesaw State University, and I am therefore exceedingly pleased to provide a letter of support for our planned collaboration with the GT CIBER.

The KSU Division of Global Affairs recently completed a four-year strategic plan for internationalization, focused on Global Learning, International Research, International Community Engagement, International Student Support and Transformative Campus Internationalization. The success of this plan is a credit to our school, and provides a foundation upon which we can build further to ensure that our graduates have the skills and perspective necessary to compete and collaborate in the global economy. GT CIBER is a powerful partner towards furthering these goals and moving on to the next stage. Our plans for internationalizing our campus, curriculum and educational outcomes closely coincide with many of the GT CIBER goals and activities and we are enthusiastic about the opportunity to align initiatives in ways that advance the mission and goals of both organizations.

Kennesaw State University has many assets at its disposal, from the UN CIFAL Atlanta center, to the India-China America Institute, to the annual Symposium on Asia-USA Partnership Opportunities (SAUPO). GT CIBER has long been involved with all of these organizations, and we look forward to their continued support. Indeed, we see many ways to expand these existing collaborations as well as productive opportunities for new forms of collaboration in areas such as our award-winning Annual



Country Study Program, our new U.N. Certificate in Cross-Cultural Leadership and our Center on African and African Diaspora Studies, with a focus on Doing Business in Africa.

GT CIBER is a valued resource for businesses, students and educators in the state of Georgia. The center hosts programs, workshops and conferences aimed at improving competitiveness of our businesses, educational institutions and products in the world's markets. A further round of grant funding would allow GT CIBER to continue its work and to partner with us to benefit all Georgia's constituencies. We strongly support the GT CIBER's application for renewal of funding and look forward to the possibility of helping GT CIBER expand its impact and programming in ways that benefit a broader array of institutional and community stakeholders in Atlanta and across the country.

If I may be of further assistance to GT CIBER and their application for renewal of funding or your review process, please do not hesitate to contact me by phone (574) 302-2984 or email [Askildson@kennesaw.edu](mailto:Askildson@kennesaw.edu).

Respectfully,



Lance R. Askildson, Ph.D.  
*Vice-Provost & Chief International Officer*

	2018-2019	2019-2020	2020-2021	2021-2022
<b>I: An Interdisciplinary Approach to Applied Languages and Intercultural Studies for Global Agility in Technology and Business Fields</b>				
	· Create program description and receive authorization from Graduate Programs Committee of Ivan Allen College	· Recruit faculty and develop course modules and materials	· Promote program and conduct first cohort	· Continue & Improve
a. Implement an M.S. in Global Media & Culture (GMC)				
b. Extend Applied Languages and Intercultural Studies (ALIS) program				
i) Master-level program	· Faculty program pre-development	· Faculty develop program and courses	· Approval	· Continue & Improve
ii) Stand-alone non-degree graduate certificate	· Faculty program pre-development	· Faculty develop program and courses	· Approval	· Promote & Improve
c. Upgrade Interdisciplinary Minor in IB, Language and Culture	· Planning	· Planning	· Faculty program pre-development	· Faculty develop program and courses
d. Develop Online Apps for Language and Culture Learning	· Develop Apps	· Implement (Alpha release)	· Test (Beta release)	· Product rollout
e. Expand the use of ACTFL Proficiency Test to Overseas Campuses	· French at GT Lorraine	· Mandarin to GT Shenzhen	· Assess need for additional languages	· Implement identified languages
f. Minor in Middle Eastern and North African Studies	· GT Approval	· Recruit students	· Implement	· Assess
g. Spr. Semester in French Science and Sustain. at GT Lorraine	· GT Approval	· Recruit students	· Implement	· Assess
h. Spr. Semester in Chinese Science and Sustain. at GT Shenzhen	· GT Approval	· Recruit students	· Implement	· Assess
i. Support USG introductory-level online instruction in critical languages				
i) High School offering	· Develop Course	· Implement	· Assess	· Improve
ii) GT Professional Education Division	· Planning	· Develop Course	· Implement	· Assess
j. Develop Advanced-Level LCTL courses in business	· Planning	· Develop Course	· Implement	· Assess
k. LBAT Pedagogical Workshop for Instructors	· Planning	· Promote	· Actualize	· Assess
l. CIBER Business Language Conference (a CIBER consortial initiative)	· Planning	· Hold	· Planning	· Hold
m. Business Language Research Teaching consortial awards for faculty	· Recruit	· Actualize	· Recruit	· Actualize
n. Business Language Case Competition (UG, w/BYU CIBER)	· Recruit	· Actualize	· Recruit	· Actualize
<b>II. Advancing International Business Spec. in a Digit. Acad. Enviro.</b>				
a. Enhance Scheller College International MBA Practicum				
i) Four simultaneous locations	· Develop	· Actualize	· Assess	· Maintain
ii) Utilize GT overseas campuses	· Planning	· Develop	· Actualize	· Assess
iii) Sustainability-focused practicum	· Planning	· Planning	· Develop	· Actualize
b. GT Executive MBA (EMBA) China Residency				
i) increase US corporate projects	· Recruit	· Actualize	· Recruit	· Actualize
ii) Certificate Program with Beijing University of Posts and Tel.	· Develop	· Implement	· Assess	· Improve
c. T&M Program Conducting Bus. in China Certificate Shenzhen Univ.	· Develop	· Implement	· Assess	· Maintain
d. TI:GER Global Projects Increase	· Planning	· Planning	· Develop	· Actualize
e. FDIB - Support MSI/CC Faculty Participation				
i) Year 1 and 3 - Ireland with UCONN	· Recruit & Hold	· Planning	· Recruit & Hold	· Assess
ii) Year 2 and 4 - Costa Rica & Panama with Univ. of Miami	· Planning	· Recruit & Hold	· Assess	· Recruit & Hold
f. CIBER Consortial Case Challenge with UCONN	· Planning	· Hold	· Planning	· Hold
g. Infuse Global dimensions in Minor in Leadership Studies				
i) In business (ILE)	· Develop	· Implement	· Assess	· Improve
ii) Global Engineering Track	· Develop	· Implement	· Assess	· Improve
h. Problem-solving learning to IB in Ethics, Innovation and Sustainability	· Develop	· Implement	· Assess	· Improve
i. Strengthen IP Plan				
i) Create university-wide class in Global Economics	· Develop	· Actualize	· Assess	· Maintain
ii) boost SCOB participation	· Recruit	· Assess & improve	· Assess & improve	· Assess & improve
j. Faculty Curricular Awards	· Select & Award	· Select & Award	· Select & Award	· Select & Award
<b>III. Expanding Utilization of The Georgia Tech Global Campus Model: Faculty and Student Engagement for Global Reach at a Technology University</b>				
a. #Work Abroad/Global Internship Program				
i) participation increase student award support	· Planning	· Recruit	· Award	· Continue
ii) expansion to Korea and Israel	· Planning	· Recruit	· Actualize	· Continue
iii) Support Under-rep. Students in Internat'l Co-Op & Internship Opp.	· Planning	· Recruit	· Actualize	· Continue
b. Extend use of Lorraine and Shenzhen for GT degree prog.				
i) Management	· Planning	· Recruit	· Assess	· Recruit & Hold
ii) Applied Social Sciences	· Planning	· Recruit	· Assess	· Recruit & Hold
c. Global Engineering Immersion Prog. : Tri-continental cert.	· Develop	· Actualize	· Assess	· Maintain
d. Deepen offerings at GT Shenzhen Campus;				
i) Offer Innov. Strat & Entre @ GT Shenzhen	· Planning	· Recruit	· Assess	· Recruit & Hold
ii) East Asia Program	· Planning	· Recruit	· Assess	· Recruit & Hold
e. GT-PKU-Emory University doc. Biomed. joint prog: cross-cult.	· Develop	· Implement	· Assess	· Improve
f. GT Costa Rica Center for Productivity student projects	· Recruit	· Assess & improve	· Assess & improve	· Assess & improve
g. GT Panama Logistics Innov. Research Ctr. projects & programs	· Recruit	· Assess & improve	· Assess & improve	· Assess & improve
h. New Semester-length Programs at GT Overseas Campuses	· Develop	· Implement	· Assess	· Improve
<b>IV: Optimizing GT's Research Strengths: Global Innovation, Sustainability, Security and Fluency</b>				
a. Four cross-cutting research axes:				
i. Global innovation & US enterprise generation	· Support	· Support	· Support	· Support
ii. sustainable governance	· Support	· Support	· Support	· Support
iii. transnational and US security challenges	· Support	· Support	· Support	· Support
iv. global cultural fluency	· Support	· Support	· Support	· Support
b. IB Lecture Series	· Recruit	· Recruit	· Recruit	· Recruit
c. CIBER Core Faculty and Experts	· Support	· Support	· Support	· Support
d. CIBER annual Research Awards and Selection Committee	· Select & Award	· Select & Award	· Select & Award	· Select & Award
e. GT CIBER Visiting Scholar Program and CIBER Fellows	· Recruit	· Assess & improve	· Assess & improve	· Assess & improve
f. GT CIBER Working Papers	· Collect	· Collect	· Collect	· Collect
g. Doctoral Workshop (D. Liu)	· Support	· Support	· Support	· Support
h. MESD	· Planning	· Support & Org	· Planning	· Support & Org
i. China Goes Global	· Support & Org	· Support & Org	· Support & Org	· Support & Org
j. REER annual research conference	· Support	· Support	· Support	· Support
k. Institute for Information Security and Privacy	· Support	· Support	· Support	· Support
l. C4NGL - Singapore	· Support	· Support	· Support	· Support
m. SCOB Business Analytics Ctr	· Support	· Support	· Support	· Support
n. Seminar US Critical Infrastructure	· Develop	· Implement	· Assess	· Improve
o. China Research Ctr GATech	· Planning	· Implement	· Assess	· Maintain
p. Techno-competitiveness Indicators	· Support	· Support	· Support	· Support
q. IB research opportunities UROP	· Support	· Support	· Support	· Support
<b>V: Producing Responsible Managers: Globally-Focused Servant-Leadership</b>				
a. Global Social Ventures Competition (GSVC)	· Select & Award	· Select & Award	· Select & Award	· Select & Award
b. #KSU UN CIFAL	· Planning	· Recruit	· Assess	· Recruit & Hold

c. UN RCE	· Develop	· Implement	· Assess	· Improve
d. ESI Center	· Support	· Support	· Support	· Support
e. GLCC	· Recruit	· Recruit	· Recruit	· Recruit
f. CreateX-Learn	· Develop	· Assess & improve	· Assess & improve	· Assess & improve
g. Global Sustainability-focused Study Abroad				
i. Japan Summer sustainability	· Support	· Support	· Support	· Support
ii. Italy Climate Change Summer program	· Support	· Support	· Support	· Support
iii. LBAT to Germany on sustainability	· Support	· Support	· Support	· Support
iv. LBAT to Spain on sustainability	· Support	· Support	· Support	· Support
h. Global Change Initiative Program				
i. Climate Ambassadors Program	· Support	· Support	· Support	· Support
ii. Pedagogical modules/cases creation	· Develop	· Implement	· Assess	· Improve
<b>VI: Addressing CIBER Stakeholders' Needs: Local Adaptation to a Fast-Changing Global Market and Workforce</b>				
a. GT Global Business Forum	· Host	· Host	· Host	· Host
b. USA India Business Summit	· Host	· Host	· Host	· Host
c. Lafayette Institute	· Develop	· Implement	· Assess	· Improve
d. I-Corps	· Develop	· Implement	· Assess	· Improve
e. IoT for Manufacturing workshop	· Planning	· Host	· Planning	· Host
f. #G-LIBER - SSU	· Support	· Support	· Support	· Support
g. #GVC-LIBER UDC	· Support	· Support	· Support	· Support
h. International student organizations	· Support	· Support	· Support	· Support
i. #CIBER MSI-CC National Consortium	· Support & Org	· Support & Org	· Support & Org	· Support & Org
j. #SEUS Globalizing Business Education for MSI and CC	· Support & Org	· Support & Org	· Support & Org	· Support & Org
<b>VII: Contributing to Georgia's Global Economic Growth Objectives</b>				
a. #Global Commerce Internship Opportunities	· Develop	· Implement	· Assess	· Improve
b. NDEC Consortium	· Support & Org	· Support & Org	· Support & Org	· Support & Org
c. #Export-U3	· Support	· Support	· Support	· Support
d. Orbatl – Global Cities Initiative	· Support & Org	· Support & Org	· Support & Org	· Support & Org
e. SETAAC – GT Enterprise Innovation Institute (EI2)	· Host	· Assess	· Host	· Assess
f. Georgia Manufacturing Survey	· Support	· Support	· Support	· Support
g. *icEdge cross-cultural communication training	· Implement	· Implement	· Implement	· Implement
h. *KSU Online cross-cultural orientation for executives	· Support	· Support	· Support	· Support
i. GT CIBER IB Podcast	· Create	· Create	· Create	· Create
j. #Technical College System of Georgia – Workshops	· Support & Org	· Support & Org	· Support & Org	· Support & Org
k. #Assistance in Overseas Training Partnership TCSG	· Support & Org	· Support & Org	· Support & Org	· Support & Org
l. GT Corporate Innovation Centers – Workshop on attracting FDI	· Support & Org	· Support & Org	· Support & Org	· Support & Org
m. PDIB in C&E Europe	· Support & Org	· Support & Org	· Support & Org	· Support & Org
n. EI2 Georgia Manufacturing Extension Program	· Develop	· Support & Org	· Assess	· Improve

**Appendix 2-E**

**Magnitude and Significance of Likely Outcomes by Geographic Levels and Programmatic Outputs/Outcomes/Results, 2018-2022**

Program Elements/Modules	Local	Regional	National	Programmatic
<b>I: An Interdisciplinary Approach to Applied Languages and Intercultural Studies for Global Agility in Technology and Business Fields</b>				
a. Implement an M.S. in Global Media & Culture (GMC)	H	H	M	A model graduate program combining language skills and thematic specialization
b. Extend Applied Languages and Intercultural Studies (ALIS) program				
i) Master-level program	H	H	M	Respond to the unique needs of the Metro ATL growing film industry
ii) Stand-alone non-degree graduate certificate	H	H	M	Responsive to regional market needs for non-degree seeking students
c. Upgrade Interdisciplinary Minor in IB, Language and Culture	H	M	L	Provide pedagogical model of interdisciplinarity in training
d. Develop Online Apps for Language and Culture Learning	H	H	H	Become national model with assistance of College of Computing
e. Expand the use of ACTFL Proficiency Test to Overseas Campuses	H	L	L	Will expand language credentialing at our anchor and branch campuses overseas
f. Minor in Middle Eastern and North African Studies	H	M	L	Responds to need of national government agencies in preparing future human resource needs
g. Spr. Semester in French Science and Sustain. at GT Lorraine	H	M	L	Embed language culture teaching in main overseas campus
h. Spr. Semester in Chinese Science and Sustain. at GT Shenzhen	H	M	L	Embed language culture teaching in China overseas campus
i. Support USG introductory-level online instruction in critical languages				
i) High School offering	M	H	M	Replicable model of supplementing language

				education in HS Education settings regionally
ii) GT Professional Education Division	H	M	L	Provides accelerated language learning for professionals
j. Develop Advanced-Level LCTL courses in business	L	M	H	Respond to national government stated needs
k. LBAT Pedagogical Workshop for Instructors	H	H	H	Share a proven language experiential pedagogical best practices
l. CIBER Business Language Conference	M	M	M	Provide annual conference pushing forward the frontiers of knowledge in language teaching
m. Business Language Research Teaching consortial awards for faculty	M	M	M	Recognize and reward best exemplars of (l) above
n. Business Language Case Competition (UG, w/BYU CIBER)	L	M	M	A unique national-level business language competition reflecting on best university training

Program Elements/Modules	Local	Regional	National	Programmatic
<b>II. Advancing International Business Spec. in a Digit. Acad. Enviro.</b>				
a. Enhance Scheller College International MBA Practicum				
i) Four simultaneous locations	H	M	L	Improve access to MBA students to participate in this proven experiential IB project-driven course
ii) Utilize GT overseas campuses	H	L	L	Capitalize on extant Georgia Tech overseas infrastructure
iii) Sustainability-focused practicum	H	H	H	Capitalize on Georgia Tech's QEP (servant leadership) to align GT MBA global experiential learning
b. GT Executive MBA (EMBA) China Residency				
i) increase US corporate projects	H	L	L	Improve interface with US corporations in preparing US students for the China Challenge

ii) Certificate Program with Beijing University of Posts and Tel.	H	M	M	Leverage Chinese university partnerships to develop US student skills in doing business in China
c. T&M Program Conducting Bus. in China Certificate Shenzhen Univ.	H	M	M	Leverage Chinese university partnerships to develop US student skills in doing business in China
d. TI:GER Global Projects Increase	H	H	M	Extend global reach of this US graduate enterprise creation training program
e. FDIB - Support MSI/CC Faculty Participation				
i) Year 1 and 3 - Ireland with UCONN	H	H	L	Multiplier effect on participating regional faculty teaching skills/experiential knowledge
ii) Year 2 and 4 - Costa Rica & Panama with Univ. of Miami	H	H	L	Capitalize on existing GT country research center / multiplier effect on participating regional faculty teaching skills/experiential knowledge
f. CIBER Consortial Case Challenge with UCONN	L	M	M	Participate in unique national-level business language competition reflecting on best university training
g. Infuse Global dimensions in Minor in Leadership Studies				
i) In business (ILE)	H	M	L	Create a model leadership studies program fully vested in global leadership issues
ii) Global Engineering Track	H	M	L	Create a model leadership studies program fully vested in global leadership issues
h. Problem-solving learning to IB in Ethics, Innovation and Sustainability	M	M	H	Establish a unique critical thinking logical global classroom model to address complex issues of global ethics and sustainability
i. Strengthen IP Plan				
i) Create university-wide class in Global Economics	H	L	L	Respond to unique curricular need of established university-wide International Program

ii) boost SCOB participation	H	L	L	Increase participation in existing International Plan degree designator by Scheller undergraduates
j. Faculty Curricular Awards	H	M	L	Increase and diversify international course content, case studies, and pedagogical tools

<b>III. The GT Global Campus Model: Scaling Faculty and Student Engagement for Global Reach at a Technology University</b>				
a. #Work Abroad/Global Internship Program				
i) participation increase student award support	H	M	L	Boost participation in unique global work abroad program from 180 to 250
ii) expansion to Korea and Israel	M	M	L	Diversify destination and opportunities for student participants
iii) Support Under-rep. Students in Internatl Co-Op & Internship Opp.	H	H	L	Increase participation of under-represented minority students
b. Extend use of Lorraine and Shenzhen for GT degree prog.				
i) Management	M	L	L	To capitalize on extant Georgia Tech overseas assets
ii) Applied Social Sciences	M	L	L	To capitalize on extant Georgia Tech overseas assets
c. Global Engineering Immersion Prog. : Tri-continental cert.	M	L	H	Pilot tri-continental program – increase participation and refine pedagogical model for replication
d. Deepen offerings at GT Shenzhen Campus;				
i) Offer Innov. Strat & Entre @ GT Shenzhen	H	L	L	Better prepare US students for enterprise creation at GT overseas campus
ii) East Asia Program	H	L	L	Develop deeper knowledge of area studies in situ
e. GT-PKU-Emory University doc. Biomed. joint prog: cross-cult.	M	M	M	Sharpen skills of graduate students in addressing business challenges in China
f. GT Costa Rica Center for Productivity student projects	H	M	L	Leverage unique capability of overseas campus to address global innovation issues
g. GT Panama Logistics Innov. Research Ctr. projects & programs	H	M	L	Leverage unique capability of overseas campus to address global supply chain issues



h. New Semester-length Programs at GT Overseas Campuses	H	L	L	Provide applied social science learning for professional programs at overseas locations
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<b>IV: Optimizing GT's Research Strengths : Global Innovation, Sustainability, Security and Fluency</b>				
a) Research Axes				
i. Global innovation & US enterprise generation	M	M	M	Working papers; impactful research outputs; publications
ii. sustainable governance	M	M	M	Working papers; impactful research outputs; publications
iii. transnational and US security challenges	M	M	M	Working papers; impactful research outputs; publications
iv. global cultural fluency	M	M	M	Working papers; impactful research outputs; publications
b. IB Lecture Series	H	M	L	Diffusing and sharing outstanding IB-related multidisciplinary IB research
c. CIBER Core Faculty and Experts	M	L	L	Multidisciplinary research bridges joint projects and research. Cross-fertilization. Innovative pedagogical findings.
d. CIBER annual Research Awards and Selection Committee	H	L	L	Better targeted research with comparative focus and international perspectives
e. GT CIBER Visiting Scholar Program and CIBER Fellows	H	M	M	Cross-national collaboration through externally-sponsored scholars and residents
f. GT CIBER Working Papers	M	M	M	Regular research output available on the web
g. Doctoral Workshop (D. Liu)	H	M	M	Prepare doctoral students for job market
h. MESD	H	H	H	Greater research stream : Internationally recognized research conference on multinational enterprises & sustainable development
i. China Goes Global	H	H	H	More research: Internationally recognized annual research conference on impact of Chinese globalization on US firms

j. REER annual research conference	H	H	H	More publishable research: Internationally recognized annual research conference on Engineering Entrepreneurship/Firm innovation
k. Institute for Information Security and Privacy	H	M	M	State-of-the-art conference on issues of transnational info security and data privacy
l. C4NGL - Singapore	M	M	M	Utilize GT Singapore platform for more impactful student-led projects
m. SCOB Business Analytics Ctr	L	M	H	Provide unique student-led research on use of data analytics for country risk assessment
n. Seminar US Critical Infrastructure	H	H	H	Provide regional forum to assess status of US critical infrastructure as a driver of security & global competitiveness
o. China Research Ctr GATech	M	M	H	Link with leading international conference of non-Confucius China Research Centers
p. Techno-competitiveness Indicators and Geographic Mapping of Innovation	L	H	H	Actionable predictive techno-competitiveness indicators of competitor countries
q. IB research opportunities UROP	M	L	L	Infuse the currently highly successful UROP program with a firmer global business emphasis

<b>V: Globally-Focused Servant-Leadership: Producing Responsible Managers</b>				
a. Global Social Ventures Competition (GSVC)	M	M	H	Increase participation by GT students in this national competition
b. #KSU UN CIFAL	M	M	M	Cross-university participation on student mobility for UN-focused research
c. UN RCE (based at Georgia Tech)	M	M	M	Support a business outreach initiative and promote model of university business partnerships
d. ESI Center	H	M	L	Globalize program content and outputs
e. GLCC	H	L	L	Provide undergraduate platform for engagement in global sustainability problem solving
f. CreateX-Learn	H	H	M	Support existing model enterprise creation program
g. Global Sustainability-focused Study Abroad				
i. Japan Summer sustainability	H	M	L	Combine experiential language and applied regional studies learning with sustainability problem solving
ii. Italy Climate Change Summer program	H	M	L	Combine experiential language and applied regional studies learning with sustainability problem solving
iii. LBAT to Germany on sustainability	H	M	L	Combine experiential language and applied regional studies learning with sustainability problem solving
iv. LBAT to Spain on sustainability	H	M	L	Combine experiential language and applied regional studies learning with replicable sustainability problem solving
h. Global Change Initiative Program				

i. Climate Ambassadors Program	H	H	M	Ensure broader business student participation
ii. Pedagogical modules/cases creation	H	H	M	Create unique replicable pedagogical material for cross-university program

<b>VI: Addressing CIBER Stakeholders' Needs: Local Adaptation to a Fast-Changing Global Market and Workforce</b>				
a. GT Global Business Forum				
i. Year I: North America	H	H	M	Annual lead business outreach event spearheaded by CIBER at GT
ii. Year II: Northeast Asia	H	H	M	Annual lead business outreach event spearheaded by CIBER at GT
iii. Year III: Transatlantic Data Privacy	H	H	M	Annual lead business outreach event spearheaded by CIBER at GT
iv. Year IV: India and Emerging Economies	H	H	M	Annual lead business outreach event spearheaded by CIBER at GT
b. USA India Business Summit	H	M	M	Support leading US business India outreach symposium
c. Lafayette Institute				
i. international product adaptation/expansion	H	M	L	Working with EI <sup>2</sup> and Lafayette research platform to create product adaptation program for Georgia's firms in European markets
d. I-Corps	H	H	H	Leverage NSF I-Corps nodes and create an international expansion pedagogical model
e. IoT for Manufacturing workshop	H	H	H	Working with GT IoT center explore US impact of "manufacturing net"
f. #G-LIBER - SSU	H	M	L	Support co-created global logistics and trade research center and degree program at major regional HBCU
g. #GVC-LIBER UDC	H	M	L	Co-create global logistics and supply chain research center at leading regional HBCU
h. International student organizations				
i. GT AIESEC (40 members)	H	L	L	Leverage AIESEC to benefit campus international activity

ii. Fulbright Students Association of GT	H	L	L	Leverage Fulbright Students Association to benefit campus international activity
i. #CIBER MSI-CC National Consortium	H	H	H	Collaborate with other CIBERs to enhance IB education at MSI and CC institutions nationally
j. #SEUS Globalizing Business Education for MSI and CC	H	H	L	Collaborate with Univ. of South Carolina and Miami CIBERs to improve IB education at MSI and CC institutions regionally

<b>VII: Contributing to Georgia's Global Economic Growth Objectives</b>				
a. #Global Commerce Internship Opportunities	M	L	L	Create more GT student participation in this series of opportunities with GA Dept. of Economic Dev.
b. NDEC Consortium	M	M	M	Promote greater, continuous collaboration between regional DEC's and CIBER programs
c. #Export-U3 Promotion	H	H	M	Better prepared students and executives in the best export practices for US firms
d. Orbatl – Global Cities Initiative	H	L	L	Produce coherent, impactful inbound FDI strategy for Metro Atlanta and leverage GT innovation ecosystem
e. SETAAC – GT Enterprise Innovation Institute (EI2)	H	H	L	Insure ad hoc export training using U Export modalities as needed by SETAAC
f. Georgia Manufacturing Survey	H	M	L	Higher level access to the global market potential of Georgia manufacturing firms
g. *icEdge cross-cultural communication training	M	M	M	More effective cross-cultural communication in business negotiations and transactions for participating executives and students
h. *KSU Online cross-cultural orientation for executives	H	H	L	Closer collaboration with KSU and GT in preparing US executives to handle overseas assignments
i. GT CIBER IB Podcast	H	M	M	Provide better practical international business information for executives, business people, and students
j. #Technical College System of Georgia – Workshops	H	M	L	Support TCSG in injecting international pedagogical dimensions in its technical education offerings
k. #Assistance in Overseas Training Partnership TCSG	H	M	L	Leverage CIBER network and international partnerships to make TCSG graduates more globally-market ready



l. GT Corporate Innovation Centers – Workshop on attracting FDI	H	M	L	Work with EI <sup>2</sup> to leverage international experience and contacts of 20 co-located corporate innovation centers
m. PDIB in C&E Europe	M	L	L	Professional development in international business for US managers in Central and Eastern Europe
n. EI <sup>2</sup> Georgia Manufacturing Extension Program	H	M	L	Support soft landing by international firms to improve FDI in Georgia

**Appendix 2-F ILLUSTRATIVE LIST OF RESEARCH AREAS AND INTERESTS OF SELECT CIBER-  
CONTRIBUTING FACULTY AT GEORGIA TECH 2018-2022**

**(all entries are alphabetized by last name of faculty researcher)**

Atalay Atasu, Dunn Family Professor; Professor; Area Coordinator, Operations Management, Scheller College of Business

- Environmental Regulation,
- Circular Economy,
- Socially and environmentally responsible global business practices

Joseph Bankoff, Professor of the Practice, Chair, Sam Nunn School of International Affairs, Ivan Allen College of Liberal Arts, Georgia Tech; former Senior Partner, King & Spalding (international law firm)

- Impact of global politics on community affairs
- US critical infrastructures as a key component of a competitive national economy
- US Global leadership: responding to the disruptive technologies' challenges of the late globalization economy
- Training American talent for US defense and intelligence agencies
- US intellectual property rights enforcement in international exchange

Anjali Thomas Bohlken, Assistant Professor, Sam Nunn School of International Affairs

- Indian sub-continent
- Politics of infrastructure provision
- Effect of climate change on local politics.

Kirk Bowman, Professor of International Affairs, John Wilcox Chair of Global Politics, Associate Chair, Sam Nunn School of International Affairs

- Latin American politics
- Democracy and development in Central and Latin America
- State-sponsored tourism and economic development
- MERCOSUR
- Spain and Portugal: growth dynamics

Philip Breedlove, Gen. (Ret.), Distinguished Professor of International Affairs and CETS Senior Fellow (former NATO's Supreme Allied Commander Europe), Sam Nunn School of International Affairs

- U.S. critical infrastructures
- Security issues and US leadership
- Cybersecurity

Marilyn Brown, Regents Professor of Public Policy, School of Public Policy, Ivan Allen College (presidential appointee to Board of Director, TVA)

- US energy policy
- The energy grid policy and security
- Sustainable energy policies
- Solar and wind energy

Diane Caceres Alleva, , Lecturer, Sam Nunn School of International Affairs

- Knowledge-based industries in China
- Emergence of science-based industries as global actors
- European Union and trade relations with the U.S. Southeastern region
- Canada as a major investor in the United States: the role of sub-national actors

Marco Ceccagnoli, Associate Professor of Strategy and Innovation, Area Coordinator, Scheller College of Business

- Enterprise creation, Comparative Perspectives
- Innovation systems
- Economics of R&D competitiveness

Sudheer Chava, Alton M. Costley Chair; Professor; Area Coordinator, Finance; Director, Quantitative & Computational Finance (QCF) Program; Scheller College of Business

- Determinants of Floating-to-Fixed Rate Debt Structure on Firms
- International investment policy
- International risk in financial investment portfolio

Saba Colakoglu, Lecturer, Organizational Behavior, Scheller College of Business

- Cross-cultural Management
- Strategic Human Resource Management

Nishant Dass, Associate Professor of International Finance, Scheller College of Business

- Intellectual Property Protection and Financial Markets: Patenting vs. Secrecy
- Foreign exchange determinants
- Firms in Corrupt Environment and the Value of Global Corporate Governance
- Strong Bank-firm Relationships: Impacts on the Borrowing Firm
- Corporate governance in international financial institutions

Lucien Dhooge, Sue and John Staton Professor of Business Law and Ethics, Scheller College of Business

- International trade law

- International business arbitration
- International business and human rights
- Ethics in international business practice

Cheol Eun, Thomas R. Williams Chair in Management, Professor of Finance, Scheller College of Business

- Cross border Listing and Trading Security
- International Asset Pricing Under Market Imperfections
- Global Asset Allocation
- International Investments
- Capital Market Theory
- International Corporate Finance
- Financial Risk Management
- Exchange risk
- Currency factor in international portfolio
- Forecasting exchange rates
- Pricing emerging market country funds

Carlos Fuentes, Assistant Professor, Sam Nunn School of International Affairs (jointly appointed with the School of City and Regional Planning)

- Political economy of industrial transformation in Latin America
- Smart cities
- Role of workers in rapid development change

Soumen Ghosh, Nancy J. and Lawrence P. Huang Professor; Faculty Director, Non-degree & Corporate Executive Education Programs

- Supply Chain Strategy for Competitive Advantage
- Global Supply Chain Capability Development
- Strategic Supply Chain Infrastructure Development

Seymour Goodman, Regents Professor of International Affairs, Sam Nunn School of International Affairs, Jointly appointed with the College of Computing, Co-director Center of International Strategy, Technology, and Policy

- Information and communication technologies
- IT and national security
- U.S. critical infrastructures resilience
- Cybersecurity

Stuart Graham, Associate Professor, Strategy and Innovation, Scheller College of Business; past chief economist U.S. Bureau of Patents & Trademark

- Global Business Strategy and Competition.
- Economics and Policy of Patent Systems in comparative light
- Intellectual Property Strategy and Transactions.
- Technology Commercialization and Entrepreneurship.

Jonathan Giuliano, Professor of the Practice of Strategy & Innovation, Director, TI:GER (Technology Innovation to Generate Economic Results), Program, Scheller College of Business

- Dynamics of strategy and innovation with c-level executives and boards of directors
- Innovation ecosystems
- Global management issues

Jeffrey Hales, Catherine W. and Edwin A. Wahlen, Jr. Professor; PhD Coordinator, Accounting; Scheller PhD Committee, Chair; Scheller College of Business

- Flight to quality in international markets: Political uncertainty and investors' demand for financial reporting quality
- Predicting the next step of a random walk: Experimental evidence of regime-shifting beliefs.
- CSR and accounting: international perspectives and performance metrics
- The effect of information strength and weight on behavior in financial markets

Matt Higgins, Associate Professor of Strategy & Innovation; Research Associate, National Bureau of Economic Research (NBER), Scheller College of Business

- Pharmaceutical economics
- Global corporate strategy
- Global Economics of innovation
- Applied industrial organization

Michael Hoffman, Associate Professor, School of Public Policy, Ivan Allen College

- Reasoning and reflection systems to handle “wicked” policy problems
- Ethical challenges in a global interdependent economy

Yu Jeffrey Hu, Sharon A. and David B. Pearce Professor, Director, China Program, Co-director, Business Analytics Center, Scheller College of Business

- big data
- business analytics
- social media
- electronic commerce
- mobile commerce

Omar Isaac Asensio Assistant Professor of Public Policy, School of Public Policy, Ivan Allen College,

- Big data and public policy in comparative perspectives
- Energy and transportation policies
- Urban sustainability (smart cities globally)
- Environmental science and engineering

Narayanan Jayaraman, Thomas R. Williams-Wells Fargo Professor of Finance, Scheller College of Business, r

- International Mergers and Acquisition Activity
- Corporate Dividend Policy in International Perspective
- Corruption and FDI Investment Portfolio
- Corporate Governance and Bankruptcy Laws in Germany
- Corporate Governance and Global CEO Turnover
- Acquisition Propensity of CEO's in UK Firms
- Asia-Pacific and newly listed firms

Ajay Kholi, Gary T. and Elizabeth R. Jones Chair in Management, Professor of Marketing, Scheller College of Management

- Market Orientation
- Customer Relationships
- Market Signaling
- Customer Relationships
- Sales Management
- Brand Management

Neha Kumar, Assistant Professor, School of International Affairs, Sam Nunn School of International Affairs, with Joint Appointment in the School of Interactive Computing

- Media practices
- Socioeconomically disadvantaged youth in South Asia
- Informal learning environment in information and communication technology
- Human-computer interaction
- Early detection of childhood diseases; mass immunization campaigns and policies

Dong Liu, Associate Professor of Organizational Behavior, Scheller College of Business

- Comparative Management
- Cross-cultural management
- Managing global workforce
- Advanced research methods on international topics

Dennis Lockhart, Professor of the Practice, Sam Nunn School of International Affairs, Senior Fellow, Harvard Kennedy School of Government, former President and CEO, Federal Reserve

Bank of Atlanta

- US critical infrastructures a
- US economic competitiveness
- Global economic clusters in the Southeastern US region
- International investment and finance
- Global business strategy for state and local actors
- The Rise of Asia, how should U.S. companies deal with it

Naresh Malhotra, Regents Professor Emeritus of Marketing and Marketing Research, CIBER Senior Fellow, Visiting Distinguished Professor, University of Johannesburg, South Africa; Chair of the Emerging Markets Conference Board;

- Emerging markets
- Marketing innovation and international firms.
- Comparative analysis of drivers of switching behavior
- Brand equity in international product lines
- Crowdsourcing in marketing

Emanuele Massetti, Assistant Professor, School of Public Policy, Ivan Allen College

- Environmental economics
- Euro-mediterranean area
- Agricultural economics
- Environmental and climate mitigation policies

Charles Mulford, Invesco Chair; Professor; Director, Financial Reporting & Analysis Lab; Scheller College of Business

- Financial Reporting by the Oil and Gas Industry in Europe
- Financial Warnings and Forensic Accounting for Global Technology Firms
- The Impact of Globalization on Management and Financial Reporting."
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Sridhar Narasimhan, Professor of IT Management and Co-Director -Business Analytics Center (BAC), Scheller College of Business

- Data analytics and its implication for US competitiveness
- Business analytics
- The use of data in global business models

Marius Florin Niculescu, Associate Professor; PhD Coordinator, Information Technology Management, Scheller College of Business,

- Freemium and seeding strategies in global markets for digital goods and services
- IT diffusion and management in the global economy
- Cloud computing
- Network economics
- IT Security

- Global Mobile telecommunications
- Open platform innovation
- Software quality management

Bryan Norton, Distinguished Professor Emeritus, School of Public Policy, Ivan Allen College

- Inter-generational equity
- Sustainability theory
- Biodiversity valuation methods
- Scaling and sustainability criteria

Alex Oettl, Associate Professor, Strategy and Innovation, Scheller College of business

- International Labor Mobility and Knowledge Flow Externalities
- The Impact of Skilled Emigration on Poor-Country Innovation

Alan Porter, Professor Emeritus, School of Public Policy, Ivan Allen College, and Industrial System Engineering, College of Engineering; co-director, Program in Science, Technology & Innovation Policy (STIP);  
Director R&D, Search Technology Inc.

- Identifying newly emerging technologies
- Identifying leading countries in emerging technologies
- Technology forecasting and assessment

Frank T. Rothaermel, Russell B. and Nancy H. McDonough Chair in Business, Professor of Strategy and Innovation, Sloan Industry Studies Fellow

- The intersection of strategy, innovation, and entrepreneurship
- Thought leader in strategy and innovation, Kaufman Foundation
- NSF –wide career award

Steve Salbu, Cecil B. Day Chair in Business Ethics, Professor of Business Law and Ethics, Scheller College of Business

- Foreign Corrupt Practices Act
- Ethics in International Corporation
- Strategy and resolving ethical dilemmas in business decision making

Arnold Schneider, Professor of Accounting, Scheller college of Business

- Outsourcing Internal Auditing
- A Comparison of Internal Control and Audit Judgments between U.S. and Australian

Christina Shalley, Sharon M. and Matthew R. Price Chair; Professor; Area Coordinator, Organizational Behavior



- Team creativity,
- negotiation and conflict resolution,
- Cross-cultural issues in negotiation
- Influence, employment legislation,
- Human resource management issues

Pian Shu, Assistant Professor, Strategy and Innovation, Scheller College of Business

- Globalization's influence on the supply of innovators and entrepreneurs.

Eunhee Sohn, Assistant Professor, Strategy and Innovation, Scheller College of Business

- Global Innovation and Entrepreneurship
- Knowledge Spillovers
- Regional Clusters
- Economics of Science
- Agricultural biotechnology

Adam N. Stulberg, Professor of International Affairs, Neal Family Chair, Associate Chair, School of International Affairs

- Russia and Eurasia:
- Security affairs
- Nuclear non-proliferation
- Energy and international security
- Science and technology and security
- U.S. economic security

Vinod Singhal, Charles W. Brady Chair, Professor, Coordinator for MS with a Major in Management, Scheller College of Business

- Security of the Global supply chain
- Justification of New Technology
- Total Quality Management
- Manufacturing Strategy
- Activity-Based Cost Systems
- Supply Chain Management

Ravi Subramanian, Associate Professor of Operations Management, Scheller College of business

- Environmental Legislation in Supply Chains
- Closed-Loop Supply Chain Management
- Market Value and Effectiveness of Corporate Sustainability Efforts
- Healthcare Operations

Peter Swire, Elizabeth and Thomas Holder Chair, Professor of Business Law and Ethics, Scheller College of Business,

- European Union data privacy regulations
- Chinese data nationalism
- Cybercrime
- Cybersecurity across boundaries
- Intellectual property protection
- Cyberspace and data privacy

Mark Zachary Taylor, Associate Professor, School of Public Policy, Ivan Allen College

- Comparative politics
- Politics of innovation
- Science and technology competition across key countries
- Economic growth and employment

L. Beril Toktay, Brady Family Chair in Management; Professor; ADVANCE Professor; Faculty Director, Ray C. Anderson Center for Sustainable Business

- Global Supply chain management;
- Manufacturing operations;
- Sustainable business;
- Sustainable communities;
- Undergraduate education;
- Diversity in education and the workplace;
- Women's participation in business.

Deborah Turner, Associate Professor, John and Wendi Wells Associate Professor for Teaching Excellence; Scheller College of Business,

- Transfer pricing
- International accounting

Francis Ulgado, Associate Professor of International Marketing, Faculty Director, GT CIBER, Scheller College of Business

- International Marketing
- International Services Marketing
- International Business
- Multinational Firm Strategy and Behavior

Shankar Venkataraman, Associate Professor of Accounting, Scheller College of Business

- International Financial Reporting and Analysis
- Firm Performance Top Management Turnover in Japan

John Walsh, School of Public Policy, Professor, Ivan Allen College, Georgia Tech (courtesy appointment with Strategy and Innovation area, Scheller College of Business)

- S&E Organizations, Education, Careers and Workforce
- Science, Technology, and Innovation Policy
- Areas of expertise: Asia (East), Europe, United States
- Innovation in Science and Technology
- Inventors in Japan and in the United States: A longitudinal survey

Fei-Ling Wang, Professor, School of International Affairs, Sam Nunn School of International Affairs

- Comparative political economy
- East Asia and China studies
- The rise of China as an economic power

Han Zhang, Steven A. Denning Professor in Technology & Management; Professor; Faculty Director, Denning Technology & Management Program, Director, China Summer Workshop on Information Management (CSWIM), Scheller College of Business

- Electronic Commerce
- Economics of Information Technology
- Online Trust Issues and Intermediaries
- Online Payment Methods
- Evolution of Electronic Markets
- Chinese information management
- Chinese electronics commerce

Katja Weber, Professor of International Affairs, Director, Graduate Studies, School of International Affairs

- Institution-building in Europe and Asia Pacific
- Human rights norms in international economic relations
- German foreign policy
- ASEAN as a regional bloc

Brian Woodall, Professor of International Affairs, School of International Affairs, Director, East Asia Program

- Transportation investment policy in Japan
- Infrastructure investment policy in Japan
- Energy and environmental policies in East Asia
- Comparative Asian political economy
- Japanese politics
- US-Japan relations

D. J. Wu, Ernest Scheller, Jr. Chair in Innovation, Entrepreneurship and Commercialization; Professor; Area Coordinator, Information Technology Management, Scheller College of Business

- Economics of Digital Innovation and Transformation
- Digital Business Model Innovations and Platform Ecosystems
- Co-Creation of Value in a Platform Eco-System: The Case of Enterprise Software in the Global Economy
- Co-Diffusion of Wireless, Voice, and Data Services: Empirical Analysis of Japanese Mobile Telecom Market
- Buyer's Efficient E-Sourcing Structure: Centralize or Decentralize?
- Business Analytics for a Global Economy

Alasdair Young, Professor, Director, Jean Monnet European Union Center, co-director, Center for European and Transatlantic Studies

- European Union
- TTIP
- European Union-Russian Federation relations
- Ukraine crisis
- European environmental politics
- BREXIT as a process

## Appendix 2-G List of Abbreviations and Initialisms

Term	Expanded
ACTFL	American Council on The Teaching of Foreign Languages - a membership organization for language educators and administrators. ACTFL serves many key roles in the improvement of language education. Of particular importance to GT CIBER, it develops and administers standardized tests of foreign language proficiency.
AIB	Academy of International Business - the leading association of scholars and specialists in the field of international business.
AIESEC	Originally “l’Association Internationale des Etudiants en Sciences Economiques et Commerciales,” AIESEC is one of the world's largest organizations sending students abroad for volunteer or internship work.
ATDC	Advanced Technology Development Center (ATDC) at Georgia Tech is a startup incubator that helps technology entrepreneurs in Georgia launch and grow new businesses
C4NGL	Center for Next Generation Logistics - The intent of the GT-NUS Singapore Initiative is to establish a multi-disciplinary Center on Next Generation Logistics. The Center’s objective is to identify and carry out key pre-competitive research in supply chain and logistics systems having potential for significant economic and societal impact and to reduce the cost, time, and risk of moving from knowledge discovery to innovation and commercialization.
CC	Community College - Community colleges, sometimes called junior colleges, are two-year schools that provide affordable postsecondary education as a pathway to a four-year degree. According to the American Association of Community Colleges, 1,167 community colleges in the United States enroll more than 12.4 million students and serve almost half of all undergraduate students in the United States. Community colleges offer a distinct learning environment, and are recognized for smaller class sizes, more individualized attention and a supportive atmosphere.
CDAIT	The Center for the Development and Application of Internet-of-Things Technologies (CDAIT, pronounced si-'dāt) fosters interdisciplinary research and education in Internet of Things (IoT)-related domains and bridges sponsors with Georgia Tech researchers and faculty as well as with industry members with similar interests. Central to its value proposition is the belief that only a holistic approach, i.e., mindful of the complexity of the entire IoT value chain and the intricate relationships between the various links, can generate superior results. CDAIT’s broad overarching goal is to expand and promote IoT’s huge potential and transformational capabilities.
CGA	Chinese Globalization Association - The Chinese Globalization Association promotes, and advances the collaboration with its members; the development of the emerging field of study and research on Chinese globalization, emphasizing multidisciplinary approaches, including fields of knowledge such as business management (broadly defined), economics, political science, sociology and other relevant social sciences or other disciplines.
CIBER	Center for International Business Education and Research

CISTP	<p>The Center for International Strategy, Technology, and Policy (CISTP) is the interdisciplinary policy research arm of The Sam Nunn School of International Affairs at Georgia Tech. The Center provides a collegial venue for scholars, policy analysts, scientists, technical experts, practitioners, and community leaders to explore innovative approaches to issues situated at the nexus of science, technology, and international affairs.</p> <p>Enterprise Innovation Institute (EI<sup>2</sup>) is Georgia Tech's primary business outreach organization. The core mission of EI<sup>2</sup> is to help enterprise improve competitiveness and positively impact the economy.</p>
EMBA	Executive Masters of Business Administration. Georgia Tech currently has 2 EMBA programs - the MOT focused on Management of Technology, and the Global Business program focused on developing skills in running companies with international operations
FACC	French American Chamber of Commerce
FDIB	Faculty Development in International Business - A program designed to improve the international business knowledge and skills for faculty participants - typically open to faculty from any accredited university.
GDEcD	Georgia Department of Economic Development
GIACC	Georgia Indo-American Chamber of Commerce
GLIBER	The mission of the Center for Global Logistics and International Business Research (G-LIBER) is to promote economic development, trade, growth and job creation by engaging SSU students and the local Savannah business community with institutions of higher education and businesses worldwide.
GT	The Georgia Institute of Technology - "Georgia Tech"
GT CIBER	Georgia Tech CIBER
GTISC	Georgia Tech Information Security Center
GTL	Georgia Tech Lorraine
HBCU	Historically Black Colleges and Universities as defined by the Higher Education Act of 1965
IAC	Ivan Allen College of Liberal Arts - Georgia Tech
ILE	Institute for Leadership and Entrepreneurship - housed in the Scheller College of Business and led by Dr. Terry Blum
JASG	Japan America Society of Georgia
KSU	Kennesaw State University
LBAT	<p>Languages for Business And Technology - Summer Intensive Language Program at Georgia Tech focused on teaching business and technical aspects of foreign language</p> <p>Georgia Tech Logistics, Innovation &amp; Research Center - a Unit of the Supply Chain &amp; Logistics Institute, located in Panama City, Panama</p>
LIRC	Georgia Tech Manufacturing Research Center
MARC	Minority Business Development Agency
MBDA	Multinational Enterprises and Sustainable Development - a conference which has been co-organized by GT CIBER and held biennially since 2006
MESD	Minority Serving Institution, recognized as being eligible for federal funding under Title III of the Higher Education Act of 1965
MSI	
NACA	National Association of Chinese Americans

	Quality Enhancement Program - an internal initiative across all of Georgia Tech to improve the quality of education at the University. Currently Georgia Tech is developing and beginning implementation of Phase II
QEP	
SBDC	Small Business Development Center
SCOB	Scheller College of Business - Georgia Tech
SETAAC	Southeastern Trade Adjustment Assistance Center
	Education in the fields of Science, Technology, Engineering and Mathematics , as identified by President Bush in the 2006 State of the Union address, and further highlighted by President Obama in 2010
STEM	
	Steven A. Denning Technology & Management program - a program for undergraduate students in businesses and select technical disciplines to create cross-functional leaders
T&M	
TAG	Technology Association of Georgia
	Technology Innovation to Generate Economic Results - a Georgia Tech program designed to commercialize research created at Georgia Tech
TI:GER	
	Georgia Tech Trade, Innovation & Productivity Center - a Unit of the Supply Chain & Logistics Institute, located in San Jose, Costa Rica
TIP	
TPAC	Technology Policy and Assessment Center
	Undergraduate Research Opportunities Program - Georgia Tech undergraduate students have the opportunity to conduct original, supervised research for course credit.
UROP	
USEAC	US Export Assistance Center
USIBRC	USA India Business Research Center
WTC	World Trade Center of Atlanta

<b>Appendix 2-H. Responsibilities Matrix by Program Module</b>	<b>Primary Responsibility</b>	<b>Joint Responsibility</b>	<b>Supportive Responsibility</b>
<b>I. An Interdisciplinary Approach to Applied Languages and Intercultural Studies for Global Agility in Technology and Business Fields</b>			
a. Implement an M.S. in Global Media & Culture (GMC)	Dr. Stenport, Chair, Mod Langs	Faculty Team	School of Lit. Comm & Media
b. Extend Applied Languages and Intercultural Studies (ALIS) program			
i) Master-level program	Dr. Stenport, Chair, Mod Langs	Faculty Team	School of History & Sociology
ii) Stand-alone non-degree graduate certificate	Dr. Stenport, Chair, Mod Langs	Faculty Team	School of History & Sociology
c. Upgrade Interdisciplinary Minor in IB, Language and Culture	Mr. J. Brannen, Academic Advisor	Mod Langs	Scheller College
d. Develop Online Apps for Language and Culture Learning	Mr. J. Hoadley, GT CIBER	Dr. M. Smith, Scheller	Mod Langs
e. Expand the use of ACTFL Proficiency Test to Overseas Campuses	Faculty, Mod Langs		
f. Minor in Middle Eastern and North African Studies	Mod Langs	Sam Nunn School of Int'l Affairs	School of History & Sociology
g. Spr. Semester in French Science and Sustain. at GT Lorraine	Dr. Ippolito, Mod Langs	Mod Langs	GT Lorraine
h. Spr. Semester in Chinese Science and Sustain. at GT Shenzhen	Dr. Li, Mod Langs	Faculty, Mod Langs	GT Shenzhen
i. Support USG introductory-level online instruction in critical languages			
i) High School offering	Dr. Stenport, Chair, Mod Langs	Faculty, Mod Langs	Div of Professional Education
ii) GT Professional Education Division	Dr. Stenport, Chair, Mod Langs	Faculty, Mod Langs	Div of Professional Education
j. Develop Advanced-Level LCTL courses in business	Dr. Stenport, Chair, Mod Langs	Faculty, Mod Langs	GT CIBER
k. LBAT Pedagogical Workshop for Instructors	LBAT Faculty, Mod Langs	Ivan Allen College	GT CIBER
l. CIBER Business Language Conference (a CIBER consortial initiative)	CIBER Consortium (rotational)	GT CIBER	Global Affairs Fellows
m. Business Language Research Teaching consortial awards for faculty	CIBER Consortium (rotational)	GT CIBER	Global Affairs Fellows
n. Business Language Case Competition (UG, w/BYU CIBER)	GT CIBER	BYU CIBER	Consortium
<b>II. Advancing International Business Spec. in a Digit. Acad. Enviro.</b>			
a. Enhance Scheller College International MBA Practicum			
i) Four simultaneous locations	MBA Office, Scheller College	GT CIBER	Scheller Office of Dean
ii) Utilize GT overseas campuses	MBA Office, Scheller College	GT CIBER	VP Int'l Initiatives, GT
iii) Sustainability-focused practicum	P. Severa, Scheller MBA Office	Faculty, Scheller	Anderson Center
b. GT Executive MBA (EMBA) China Residency			
i) increase US corporate projects	EMBA Office	B. Jones, Exec Ed	GT CIBER
ii) Certificate Program with Beijing University of Posts and Tel.	EMBA Office	Dr. H. Zhang, Scheller	GT CIBER
c. T&M Program Conducting Bus. in China Certificate Shenzhen Univ.	Dr. H Zhang, T&M Program	R. Burgess, T&M Program	GT CIBER
d. TI:GER Global Projects Increase	Dr. Guliano, TI:GER		
e. FDIB - Support MSI/CC Faculty Participation			
i) Year 1 and 3 - Ireland with UCONN	GT CIBER	UConn CIBER	Consortium
ii) Year 2 and 4 - Costa Rica & Panama with Univ. of Miami	GT CIBER	Miami CIBER	Consortium
f. CIBER Consortial Case Challenge with UCONN	GT CIBER	UConn CIBER	Consortium
g. Infuse Global dimensions in Minor in Leadership Studies			
i) In business (ILE)	D. Pap, ILE	GT CIBER	Scheller Office of Dean
ii) Global Engineering Track	Dr. Amekudzi-Kennedy	GT CIBER	Engineering Office of Dean
h. Problem-solving learning to IB in Ethics, Innovation and Sustainability	M. Hoffman, Pub Policy	Scheller Faculty	Day Center for Busines Ethics
i. Strengthen IP Plan			
i) Create university-wide class in Global Economics	A. Henry, OIE	J. Hoadley, GT CIBER	GT Academic Committee
ii) boost SCOB participation	GT CIBER	Scheller Undergrad Office	Scheller Office of Dean
j. Faculty Curricular Awards	Awards Committee	J. Hoadley, GT CIBER	Scheller Office of Dean
<b>III. The GT Global Campus Model: Scaling Faculty and Student Engagement for Global Reach at a Technology University</b>			
a. #Work Abroad/Global Internship Program			
i) participation increase student award support	J. Baird, OIE	Global Internships Office	Global Affairs Fellows
ii) expansion to Korea and Israel	J. Baird, OIE	Global Internships Office	Global Affairs Fellows
iii) Support Under-rep. Students in Internatl Co-Op & Internship Opp.	J. Baird, OIE	Global Internships Office	Global Affairs Fellows
b. Extend use of Lorraine and Shenzhen for GT degree prog.			
i) Management	Office of Dean, Scheller	Scheller Faculty	GT CIBER
ii) Applied Social Sciences	Office of Dean, IAC	IAC Faculty	GT CIBER
c. Global Engineering Immersion Prog. : Tri-continental cert.	Dr. T Zhou, ECE	College of Engineering	Global Affairs Fellows
d. Deepen offerings at GT Shenzhen Campus;			
i) Offer Innov. Strat & Entre @ GT Shenzhen	Dr. F. Rothenaermel, Scheller	Scheller Faculty	GT CIBER
ii) East Asia Program	Dr. B. Woodall, INTA	IAC Faculty	Global Affairs Fellows
e. GT-PKU-Emory University doc. Biomed. joint prog: cross-cult.	Dr. C. Zhu, BME	Coulter, BME	GT Academic Committee
f. GT Costa Rica Center for Productivity student projects	E. Hess, TIP Center	OIE	Global Affairs Fellows
g. GT Panama Logistics Innov. Research Ctr. projects & programs	D. Ratliff	J. Bartholdi	Global Affairs Fellows
h. New Semester-length Programs at GT Overseas Campuses	VP Int'l Initiatives Office	GT Lorraine, GT Shenzhen	Global Affairs Fellows
<b>IV: Optimizing GT's Research Strengths : Global Innovation, Sustainability, Security and Fluency</b>			
a. Four cross-cutting research axes:			
i. Global innovation & US enterprise generation	CIBER Core Faculty	GT CIBER	Scheller Office of Dean
ii. sustainable governance	CIBER Core Faculty	GT CIBER	Scheller Office of Dean
iii. transnational and US security challenges	CIBER Core Faculty	GT CIBER	Scheller Office of Dean
iv. global cultural fluency	CIBER Core Faculty	GT CIBER	Scheller Office of Dean
b. IB Lecture Series	GT CIBER	ILE	Monet Center, Business Analytics, CISTP, East Asia Program
c. CIBER Core Faculty and Experts	Dr. J. McIntyre, GT CIBER	Office of Dean, Scheller	Scheller Faculty
d. CIBER annual Research Awards and Selection Committee	Dr. J. McIntyre, GT CIBER	Office of Dean, Scheller	Scheller Faculty
e. GT CIBER Visiting Scholar Program and CIBER Fellows	GT CIBER	Office of Dean, Scheller	Gail Greene, Scheller
f. GT CIBER Working Papers	GT CIBER	Consortial Partners	Office of Dean, Scheller
g. Doctoral Workshop (D. Liu)	Dr. Liu, Scheller	Dr. J. McIntyre, GT CIBER	GT CIBER Staff
h. MESD	Consortium	GT CIBER	Office of Dean, Scheller
i. China Goes Global	Consortium	GT CIBER	Office of Dean, Scheller
j. REER annual research conference	Dr. A. Oetti, Scheller	Strategy & Innovation	GT CIBER
k. Institute for Information Security and Privacy	P. Swire, Scheller	GT CIBER	Scheller Faculty
l. C4NGL - Singapore	Dr. C. White, ISyE	NUS	Global Affairs Fellows



m. SCOB Business Analytics Ctr	K. Werle, BAC	Scheller Faculty	GT CIBER
n. Seminar US Critical Infrastructure	J. Bankoff, INTA	Interdisciplinary Faculty	CISTP
o. China Research Ctr GATech	Dr. H. Lu, History & Sociology	Consortial Faculty	INTA Faculty
p. Techno-competitiveness Indicators	Dr. A. Porter, Pub Policy/ISyE	EI2	School of Public Policy
q. IB research opportunities UROP	Dr. C. Reeves, Off. Dean of Students	Scheller Faculty	Undergraduate Office, Scheller
<b>V: Globally-Focused Servant-Leadership: Producing Responsible Managers</b>			
a. Global Social Ventures Competition (GSVC)	D. Pap, ILE	Scheller Faculty	GT CIBER
b. #KSU UN CIFAL	Newhall, KSU	J. Hirsch, SLS	GT CIBER
c. UN RCE	M. Oxman, Anderson Center	J. Hirsch, SLS	GT CIBER
d. ESI Center	Dr. J. Harris, ECE	GT CIBER	College of Engineering
e. GLCC	A. Henry, OIE	Dr. J. Harris, ECE	Global Affairs Fellows
f. CreateX-Learn	Dr. J. Harris, ECE	College of Engineering	Global Affairs Fellows
g. Global Sustainability-focused Study Abroad			
i. Japan Summer sustainability	Dr. B. Woodall, INTA	OIE	SLS, GT CIBER
ii. Italy Climate Change Summer program	Dr. E. Massetti, Pub Policy	OIE	SLS, GT CIBER
iii. LBAT to Germany on sustainability	Dr. B. Kallin, Mod Langs	OIE	SLS, GT CIBER
iv. LBAT to Spain on sustainability	Dr. V. Galloway, Mod Langs	OIE	SLS, GT CIBER
h. Global Change Initiative Program			
i. Climate Ambassadors Program	Dr. K. Cobb, EAS	Interdisciplinary Faculty	Global Affairs Fellows
ii. Pedagogical modules/cases creation	Dr. K. Cobb, EAS	Interdisciplinary Faculty	Global Affairs Fellows
<b>VI: Addressing CIBER Stakeholders' Needs: Local Adaptation to a Fast-Changing Global Market and Workforce</b>			
	GT CIBER Core Faculty	Metro Atlanta Chamber	Georgia Dept. of Economic Dev. US Export Assistance Center, Binational Chambers
a. GT Global Business Forum			
b. USA India Business Summit	UIBS	GT CIBER	Co-sponsors
c. Lafayette Institute	Dr. B. Kippelen, Lafayette	GT Lorraine	Global Affairs Fellows
d. I-Corps	Dr. K. MacGreggor, VentureLab	GT CIBER/EI2	George Washington CIBER
e. IoT for Manufacturing workshop	A. Louchez, CDAIT	EI2	Global Affairs Fellows
f. #G-LIBER - SSU	Dr. S. Nirajian, SSU	GT CIBER	SSU School of Business
g. #GVC-LIBER UDC	Dr. A. Arora, UDC	UDC Bus. School	GT CIBER
h. International student organizations	Dr. J. McIntyre, GT CIBER	OIE	Global Affairs Fellows
i. #CIBER MSI-CC National Consortium	Consortium	GT CIBER	
j. #SEUS Globalizing Business Education for MSI and CC	Consortium	GT CIBER	M. Shealy, USC CIBER, Miami CIBER
<b>VII: Contributing to Georgia's Global Economic Growth Objectives</b>			
a. #Global Commerce Internship Opportunities	J. Hoadley, GT CIBER	J. Baird, OIE	CIBER Advisory Council
b. NDEC Consortium	Consortium	A. Agnihotri, CIBER Board, GDEC Atlanta	San Diego State CIBER
c. #Export-U3	B. Erwin, UGA SBDC	GT CIBER	Scheller College
d. Orbatl – Global Cities Initiative	Metro Chamber of Commerce	Global Commerce Committee, GT CIBER	GA Dept. of Econ. Dev
e. SETAAC – GT Enterprise Innovation Institute (EI2)	M. Hannah, EI2	C. Rust, EI2	GT CIBER
f. Georgia Manufacturing Survey	Dr. J. Youtie, EI2	GaMEP	GT CIBER
g. *icEdge cross-cultural communication training	J. Russell, icEdge	GT CIBER	Consortium
h. *KSU Online cross-cultural orientation for executives	I. Strawn-Valcy, KSU	Office of Global Initiatives, KSU	GT CIBER
i. GT CIBER IB Podcast	J. Hoadley, GT CIBER	J. Macri, Scheller	Office of Dean, Scheller
j. #Technical College System of Georgia – Workshops	GT CIBER	Dr. Alexander, International Center, TCSG	GA Dept. of Econ. Dev,
k. #Assistance in Overseas Training Partnership TCSG	GT CIBER	Dr. Alexander, International Center, TCSG	GT OIE, Int'l Branch Campuses GT
l. GT Corporate Innovation Centers – Workshop on attracting FDI	C. Rust, G. King EI2	GT CIBER	GT Enterprise Innovation Institute
m. PDIB in C&E Europe	P. Severa, Scheller MBA Office	GT CIBER	Office of Dean, Scheller
n. EI2 Georgia Manufacturing Extension Program	K. Fite, EI2, GA MEP	EI2	GT CIBER

**Appendix 3-A, Comprehensive List of Georgia Tech International Partnerships**

<b>University</b>	<b>Location</b>
Aachen University (RWTH)	Europe, Germany
African Rice Center (WARDA)	Africa, Benin
Al Akhawayn University	Africa, Morocco
American University In Cairo (AUC)	Middle East, Egypt
American University in Dubai (AUD)	Middle East, United Arab Emirates
AMIDEAST (Cairo University)	Middle East, Egypt
Athlone Institute of Technology	Europe, Ireland
Bauman Moscow State Technical University	Europe, Russia
Bilkent University	Middle East, Turkey
Blekinge Institute Of Technology	Europe, Sweden
Bogazici University (BU)	Middle East, Turkey
California Institute of Technology (CalTech)	Pasadena (California)
Centrale Casablanca	Morocco
CentraleSupelec	France
Centre National de la Recherche Scientifique (CNRS)	Europe, France
Chalmers University of Technology	Europe, Sweden
Charles University in Prague (Chemistry)	Czech Republic
China Scholarship Council (CSC)	Asia, China
Chinese University of Hong Kong	Asia, China
Chosun University	Asia, South Korea (Republic of Korea)
CIEE (Council on International Educational Exchange)	Africa, Botswana, South Africa
Cluster Industriella Biotechnologie	Europe, Germany
CNR Insean Marine Technology Research Institute	Italy
Colciencias	(Colombia-wide)

Consortium Linking Universities of Science and Technology for Education and Research (CLUSTER)	World-wide
Corporation Unidad de Conocimiento Empresarial	Colombia
ECAM Lyon	France
Ecole Centrale de Lille	Europe, France
Ecole Nationale des Ponts et Chausees (ENPC)	Europe, France
Ecole Nationale Supérieure d'Architecture de Paris La Villette (ENSAPLV)	Europe, France
Ecole Nationale Supérieure D'Electricite Et de Mecanique (ENSEM)	France
Ecole Nationale Supérieure de Techniques Avancees (ENSTA) - Bretagne	Europe, France, Brest
Ecole Nationale Supérieure des Arts et Metiers (ENSAM)	Europe, France
Ecole Nationale Supérieure des Ingénieurs des Etudes et Techniques d'Armement (ENSIETA)	Europe, France
Ecole Normale Supérieure de Lyon (ENS de Lyon)	France
Ecole Polytechnique	Europe, France
Ecole Polytechnique Federale de Lausanne (EPFL)	Europe, Switzerland
Ecole Supérieure D'Electricite (SUPELEC)	Europe, France
Ecole Supérieure d'Ingenieurs en Electrotechnique et Electronique	Europe, France
Ecole Supérieure des Communications de Tunis (SupCom)	Africa, Tunisia, Tunis
Eidgenössische Technische Hochschule Zürich (ETH Zurich, Swiss Federal Institute of Technology Zurich)	Europe, Switzerland
Eindhoven University of Technology (TU/e)	Europe, Netherlands
Emory University	Atlanta (Georgia)
EPF Graduate School of Engineering	France
Federal Ministry of Science and Technology	Africa, Nigeria
Federation of German-American Clubs (FGAC)	Europe, Germany

Fundacao Getulio Vargas - Escola De Administracao De Empresas De Sao Paulo (FGV-EAESP)	Americas, Brazil
Global Alliance of Technological Universities (Global TechAlliance)	Americas, Asia, Europe
Global Engineering Education Exchange (Global E3, GE3)	Europe
Gombe State University (GOMSU)	Africa, Nigeria
Grenoble Ecole de Management	France
Hanyang University	Asia, South Korea (Republic of Korea)
Hanyang University (Department of Urban Planning and Engineering)	Asia, South Korea (Republic of Korea)
Hong Kong Polytechnic University (PolyU)	Asia, Hong Kong
Hong Kong University Of Science And Technology (HKUST)	Asia, Hong Kong
Hong Kong University Of Science And Technology (HKUST) (School of Engineering)	Asia, Hong Kong
Hoseo University	South Korea (Republic of Korea)
Huazhong University Of Science And Technology (HUST)	Asia, China
Huazhong University Of Science And Technology (HUST) (School of Aerospace Engineering)	Asia, China
Imperial College Of London	Europe, United Kingdom
Imperial College of Science, Technology and Medicine	Europe, United Kingdom
Indian Institute of Technology (IIT)	Asia, India
Indian Institute of Technology Hyderabad	Asia, India
Institut d'Etudes Politiques de Paris (Sciences Po)	Europe, France
Institut d'Optique Graduate School (IOGS)	France
Institut Mines-Telecom (IMT)	France
Institut National des Sciences Appliquées de Lyon (INSA Lyon)	Europe, France
Institut National des Sciences Appliquées de Toulouse (INSA Toulouse)	(France-wide)

Institut National Polytechnique De Toulouse (Ecole National Superieure d'Ingenieurs en Arts Chimiques et Technologiques (INP-ENSIACET))	Europe, France
Institut National Polytechnique De Toulouse (Ecole Nationale Superieuree Electrotechnique Informatique Hydraulique Telecommunications )	Europe, France
Institut Superieur de L'Aeronautique et de L'Espace (ISAE-SUPAERO)	France
Instituto Tecnologico de Aeronautica	Americas, Brazil, Sao Paulo
Instituto Tecnologico De Buenos Aires (ITBA)	Americas, Argentina
Instituto Tecnologico y de Estudios Superiores de Monterrey (ITESM, Monterrey Tec)	Americas, Mexico
Instituto Universitario Di Studi Superiori Di Pavia (IUSSP)	Europe, Italy
Inter-American Development Bank	Washington, D.C.
IT University of Copenhagen (ITU)	Europe, Denmark
J.F. Oberlin University	Asia, Japan
Jilin University	Asia, China
Jordan University of Science & Technology (JUST)	Jordan
Karlsruhe Institute of Technology (KIT)	Germany
Kenyatta University	Africa, Kenya
King Fahd University of Petroleum and Minerals (KFUPM)	Middle East, Saudi Arabia
King Saud University	Middle East, Saudi Arabia
Kobe University	Japan
Konrad-Zuse-Zentrum fur Informationstechnik Berlin (ZIB)	Germany
Korea Advanced Institute of Science and Technology (KAIST)	Asia, South Korea (Republic of Korea)
Korea Advanced Institute of Science and Technology (KAIST) (Department of Bio and Brain Engineering)	Asia, South Korea (Republic of Korea)
Korea Advanced Institute of Science and Technology (KAIST) (Electrical Engineering)	Asia, South Korea (Republic of Korea)
Korea Electronics Technology Institute	Asia, South Korea (Republic of Korea)

Korea Institute of Energy Research (KIER)	Asia, South Korea (Republic of Korea)
Korea Institute of Science and Technology Evaluation and Planning (KISTEP)	Asia, South Korea (Republic of Korea)
Korea University (Ku)	Asia, South Korea (Republic of Korea)
Korea University Business School (KUBS)	Asia, South Korea (Republic of Korea)
Korean Industrial Technology Foundation (Kotef)	Asia, South Korea (Republic of Korea)
Korean Institute for Advancement of Technology (KIAT)	Asia, South Korea (Republic of Korea)
Korean Institute of Science and Technology (KIST)	Asia, South Korea (Republic of Korea)
Kumamoto University	Asia, Japan
Kumamoto University (Faculty of Engineering, Graduate School of Science and Technology and Faculty of Advanced Science and Technology)	Asia, Japan
Kumoh National Institute of Technology (KIT)	South Korea (Republic of Korea)
Kwara State University (KWASU)	Africa, Nigeria
Kyushu University (Graduate School)	(Japan-wide)
L'Institut Supérieur de l'Aéronautique et de l'Espace (SUPAERO)	Europe, France
L'Université de Paris Dauphine	Europe, France
Liverpool John Moores University	United Kingdom
London School Of Economics And Political Science (Lse)	Europe, United Kingdom
Ludwig-Maximilians-Universität (LMU) Munich	Europe, Germany
Lunds Tekniska Högskola	Europe, Sweden
Malmö University	Europe, Sweden
Mid Sweden University (MIUN)	Sweden
Mines ParisTech (MPT)	France
Moscow Institute of Physics and Technology	Asia, Russia
Nanjing Tech University	China
Nanyang Technological University (NTU)	Asia, Singapore

National Institute of Science and Technology Policy (NISTEP)	Asia, Japan
National Tsing Hua University (NTHU)	Asia, Taiwan
National University of Ireland, Galway	Europe, Ireland
National University of Singapore (NUS)	Asia, Singapore
Naumann-Etienne Foundation	Berlin, Budapest, Chemnitz, Dresden, Prague, Zagreb
Nordmetall GmbH	Europe, Germany
Northfield, MN USA and Budapest	Middle East, Turkey
Oak Ridge National Laboratory	Oak Ridge (Tennessee)
Pandit Deendayal Petroleum University	Asia, India
Peking University (PU)	Asia, China
Peking University Shenzhen Institution (PKUSZI)	China
Politecnico di Milano	Europe, Italy
Politecnico di Torino (PdT)	Europe, Italy
Pontificia Universidad Catolica Argentina (UCA)	Americas, Argentina
Pontificia Universidad Catolica De Chile (PUC)	Americas, Chile
Pontificia Universidad Catolica De Chile (PUC) (School of Engineering)	Americas, Chile
Pontificia Universidade Catolica Do Parana	Americas, Brazil
POSTECH	(South Korea (Republic of Korea)-wide)
Project Center for Nanotechnology and Advanced Engineering (PC-NAE)	Europe, Europe-wide
Queen Mary University of London	Europe, United Kingdom
Renmin University Of China	Asia, China
Residencia Onix	Europe, Spain
Rikkyo University	Tokyo
Ritsumeikan Asia Pacific University (APU)	Europe, Japan
Sapienza - Universita di Roma	Italy

Saudi Arabian General Investment Authority (SAGIA)	Middle East, Saudi Arabia
School For International Training	North America, United States of America
Seoul National University (SNU)	Asia, South Korea (Republic of Korea)
Shanghai Jiao Tong University (SJTU)	Asia, China
Shanghai University (School of Mechatronics Engineering and Automation)	China
Shenyang Jianzhu University (SJU)	Asia, China
Singapore Management University (SMU)	Asia, Singapore
Sodertorn University	Europe, Sweden
Sogang University	Asia, South Korea (Republic of Korea)
SolBridge International School of Business	Asia, South Korea (Republic of Korea)
South China University of Technology (SCUT)	China
Southeast University	Asia, China
Sri Lanka Technological Campus (SLTC)	Sri Lanka
St. Petersburg State Polytechnical University (St. Petersburg Poly)	Asia, Russia
Sungkyunkwan University (SKKU)	Asia, South Korea (Republic of Korea)
Tata Institute of Social Sciences	Asia, India
TECHNION - Israel Institute of Technology	Middle East, Israel
Technische Universitat Berlin (TUB)	Berlin, Germany
Technische Universitat Dortmund	Europe, Germany
Technische Universitat Munchen (TU Munich, TUM)	Europe, Germany
Telecom Sud Paris	Europe, France
The Technische Universitat Dresden	Europe, Germany
The Warsaw School of Economics	Europe, Poland
Tianjin University	Asia, China
Tohoku University	Asia, Japan



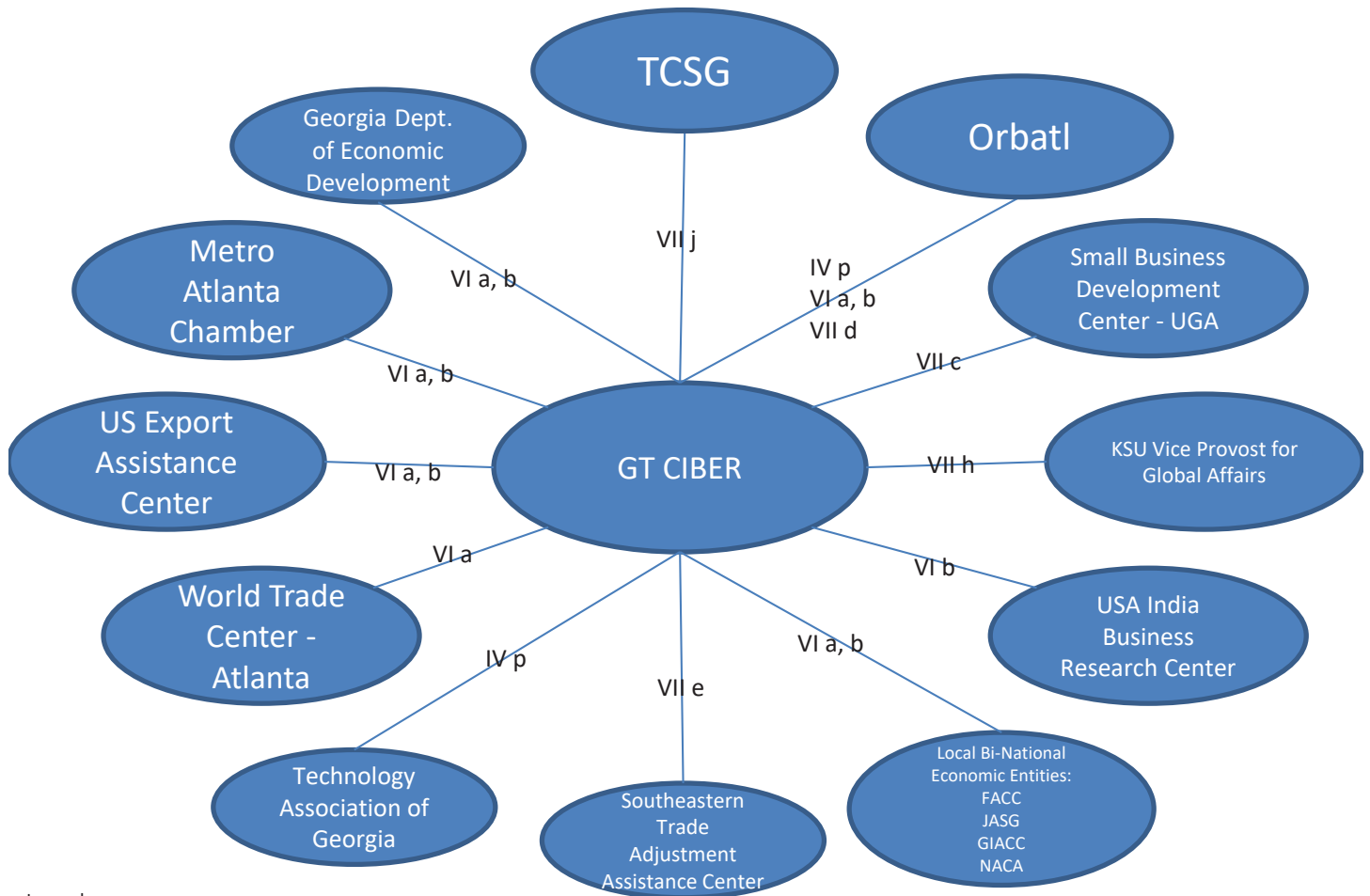
Tokyo Institute of Technology (TIT, Tokyo Tech)	Asia, Japan
Tokyo Metropolitan Institute Of Technology	Asia, Japan
Tokyo Metropolitan University	Asia, Japan
Tongji University	Asia, China
Tongji University (College of Architecture and Urban Planning )	Asia, China
Tongji University (College of Environmental Science and Engineering)	Asia, China
Tsinghua University (THU)	Asia, China
Tsinghua University (THU) (School of Economics and Management)	Asia, China
Tunghai University	Taiwan
ULM University	North America, United States of America
Ulsan National Institute of Science and technology	Asia, South Korea (Republic of Korea)
United Nations World Food Programme	Europe, France
Universidad Carlos III de Madrid (UC3M)	Spain
Universidad CES (UCES)	Colombia
Universidad De Chile	South America, Chile
Universidad De Concepcion (Udec)	South America, Chile
Universidad De Costa Rica (UCR)	North America, Costa Rica
Universidad de Granada	South America, Grenada
Universidad de Ibague (UNIBAGUE)	Colombia
Universidad De Navarra	Europe, Spain
Universidad de Valle	Colombia
Universidad Federal De Alagoas (UFAL)	Brazil
Universidad Nacional Autonoma de Mexico	North America, Mexico
Universidad Nacional de la Plata (UNLP)	South America, Argentina
Universidad Nacional Del Centro	South America, Argentina

Universidad Politecnica De Valencia (UPV)	Europe, Spain
Universidad Simon Bolivar	South America, Venezuela
Universidad Tecnologica de Panama	Panama
Universidade De Sao Paulo	South America, Brazil
Universidade de Sao Paulo	South America, Brazil
Universidade do Vale do Rio dos Sinos (UNISINOS)	Brazil
Universidade Estadual de Campinas (Unicamp)	Brazil
Universidade Federal da Bahia (UFBA)	Bahia, Brazil
Universita Commerciale Luigi Bocconi	Europe, Italy
Universita Degli Studi di Bergamo (Department of Management, Economics and Quantitative Methods (DMEQM); Department of Management, Information and Production Engineering (DMIPE))	Italy
Universita Degli Studi di Bergamo (UniBg)	Italy
Universita Degli Studi di Brescia	Europe, Italy
Universita degli Studi di Napoli Federico II	Italy
Universita degli Studi di Trento	Europe, Italy
Universita degli Studi di Udine	Europe, Italy
Universitat de Valencia	Europe, Spain
Universitat Politecnica De Catalunya (UPC)	Europe, Spain
Universitat Politecnica De Catalunya (UPC) (Escola Tecnica Superior d'Arquitectura de Barcelona (ETSAB))	Europe, Spain
Universitat Stuttgart	Europe, Germany
Universite de Lorraine (UL)	Metz, France
Universite de Technologie de Belfort-Montbeliard (UTBM)	France
Universite De Technologie De Compiegne (UTC)	Europe, France
Universite de Technologie de Troyes (UTT)	Europe, France

Universite des Sciences et de Technologie de Lille (USTL)	Europe, France
Universite du Havre	Europe, France
Universite Internationale De Rabat (UIR)	Africa, Morocco
Universite Laval	North America, Canada
University College Dublin (UCD, National University of Ireland)	Europe, Ireland
University College London (UCL)	Europe, United Kingdom
University Of Aarhus	Europe, Denmark
University of Bologna (UNIBO)	Italy
University of Brasilia Foundation	South America, Brazil
University Of Duisburg- Essen	Europe, Germany
University Of Duisburg- Essen (Mercator School of Management)	Europe, Germany
University of Konstanz	Europe, Germany
University Of Leeds	Europe, United Kingdom
University of Limerick	Europe, Ireland
University Of New South Wales (UNSW)	Oceania, Australia
University of Oxford	Europe, United Kingdom
University Of Pavia	Europe, Italy
University of Queensland (UQ)	Oceania, Australia
University Of Sheffield	Europe, United Kingdom
University Of Strathclyde	Europe, United Kingdom
University of Stuttgart	Stuttgart, Germany
University Of Technology	Europe, United Kingdom
University of Tokyo	Japan
University of Tras-Os-Montes and Alto Douro (UTAD)	Europe, Portugal
University of Ulsan (UOU)	Asia, South Korea (Republic of Korea)

University of Uyo (UNIUYO)	Africa, Nigeria
Universtiy Of Sussex	Europe, United Kingdom
Vanderbilt University	North America, United States of America
Victoria University of Wellington	Oceania, Australia
Vietnam Academy of Science and Technology (Institute of Oceanography)	Vietnam
Vilnius University	Lithuania
Vu University	Europe, The Netherlands
Waseda University	Asia, Japan
WHU-Otto Beisheim School of Management (WHU)	Europe, Germany
Woosong University	Asia, South Korea (Republic of Korea)
Xi'an Jiaotong University (XJTU)	Asia, China
YANDEX LLC	Asia, Russia
Yonsei University	Asia, South Korea (Republic of Korea)
Zhejiang University	Asia, China

## Appendix 3-B: Extra-University Community Linkages



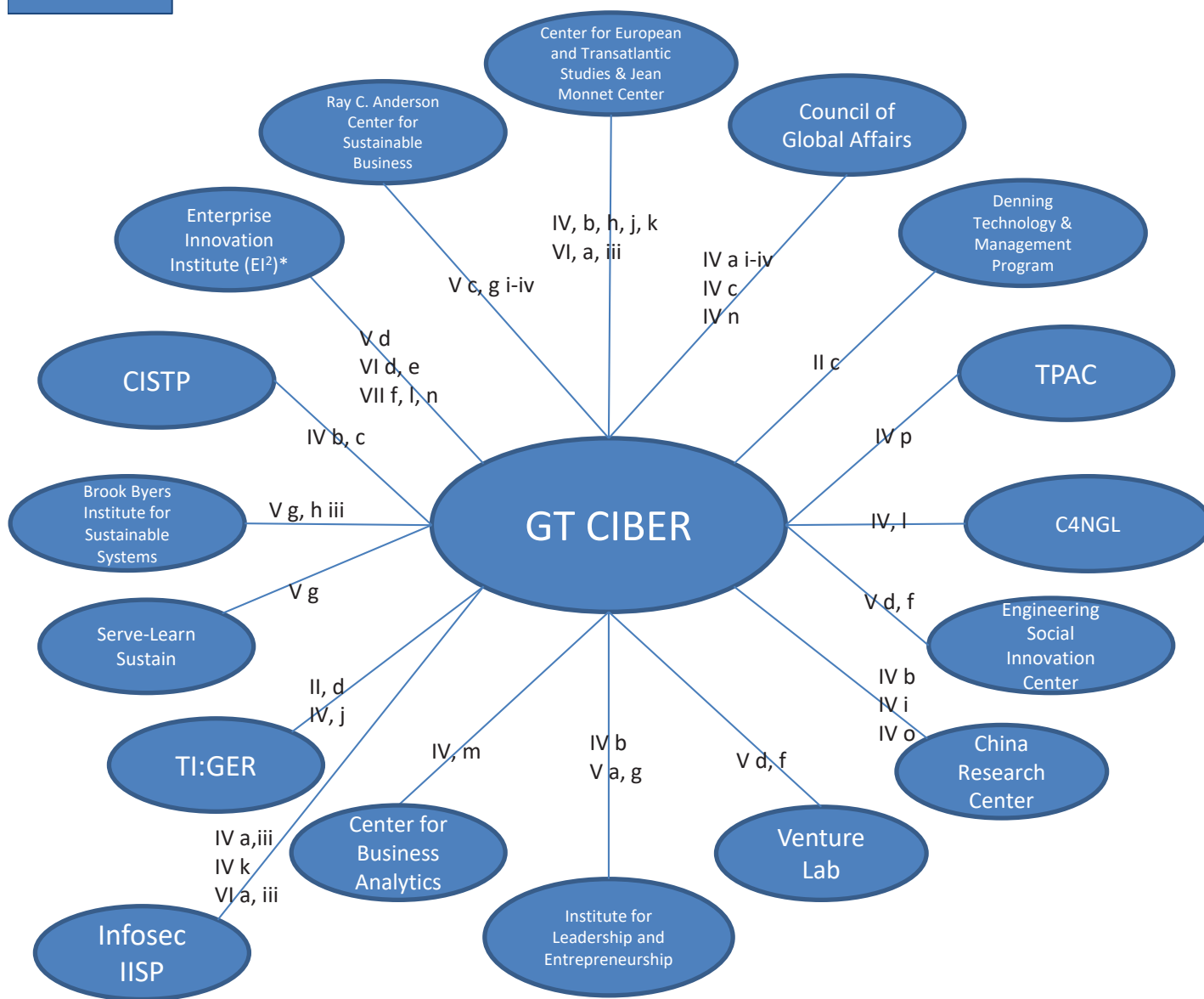
### Legend

**MAC:** Metro Atlanta Chamber of Commerce | **USIBRC:** U.S.-India Business Research Center | **FACC** French American Chamber of Commerce | **JASG** Japan American Society of Georgia | **GIACC** Georgia Indo-American Chamber of Commerce | **NACA** National Association of Chinese Americans | **KSU** Kennesaw State University | **UGA** University of Georgia at Athens | **TCSG** Technical College System of Georgia

#### El<sup>2</sup> Branch Offices

- Northwest
- Northeast
- North Metro
- South Metro
- Augusta
- West
- Central
- Coastal
- South

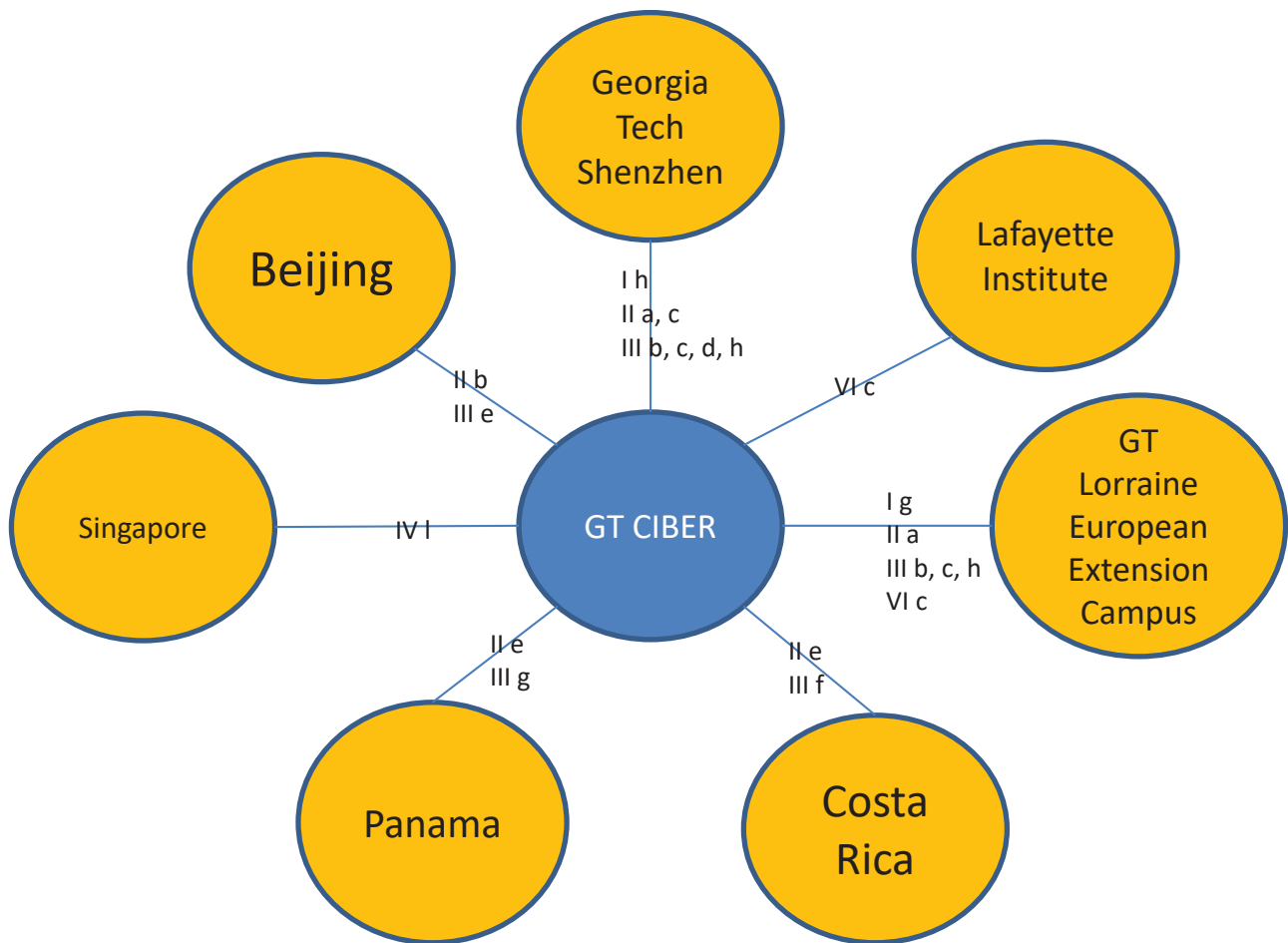
### Appendix 3-C Intra-University Linkages



#### Legend

**TPAC:** Technology Policy and Assessment Center | **TI:GER:** Technology & Innovation: Generating Economic Results Program | **GTISC:** Georgia Tech Information Security Center | **CISTP:** Center for International Strategy, Technology, and Policy | \*Enterprise Innovation Institute (EI<sup>2</sup>) has 9 Regional Offices State Wide | **C4NGL:** Center for Next Generation Logistics

## Appendix 3-D Georgia Tech International Branch Campuses



<http://www.global.gatech.edu/locations>

### **Appendix 3-E – Partner Community Associations**

(GT CIBER has worked with all of these associations over the years)

AmericasMart

Argentine American Chamber of Commerce Southeast

Atlanta Taiwanese Chamber of Commerce

Belgian – American Chamber of Commerce – Atlanta Chapter

Brazilian-American Chamber of Commerce

British-American Business Council

BusinessFrance

Conexx: America Israel Business Connector

Czech-North American Chamber of Commerce

Danish-American Chamber of Commerce

Delegation General of Quebec

Finnish American Chamber of Commerce

FranceAtlanta (an Annual Partnership between Georgia Tech and the Embassy of France)

French-American Chamber of Commerce

Georgia China Alliance

Georgia Council of International Visitors

Georgia Hispanic Chamber of Commerce (Central & South America)

Georgia-Indo American Chamber of Commerce

German American Chamber of Commerce of the Southern U.S., Inc.

Irish Chamber of Atlanta

Japan America Society of Georgia

Japan External Trade Organization JETRO

Japanese Chamber of Commerce of Georgia

Latin American Chamber of Commerce of Georgia

Metro Atlanta Chamber of Commerce – Global Commerce Committee

NASBITE

National Association of Chinese Americans



Netherlands-American Chamber of Commerce – Southeastern U.S.

Orbatl

Polish American Chamber of Commerce of the Southeast U.S.

Russian-American Chamber of Commerce

Small Business Development Center of the University of Georgia

South African Chamber of Commerce in America, Georgia Chapter

Southeast U.S. Korean Chamber of Commerce (formerly KSEUSCC)

Swedish American Chamber of Commerce

USA India Business Research Council

World Trade Center of Atlanta

Appendix 4-A IFLE PERFORMANCE MEASURE FORM (GT CIBER Phase VIII 2018-2022)

I: Creating a Global Sustainability Model for Applied Language and Intercultural Studies in a Technology-Centered University										
1. Project Goal Statement	2. Performance Measures	3. Activities	4. Data/Indicators	5. Freq.	6. Data Source	Baseline and Target				
						BL	T1	T2	T3	T4
a. Implement an M.S. in Global Media & Culture (GMC)	Completion and approval of program	Course Creation	Actionable data for the degree program by School of Modern Languages	Annual	Mod Langs					
b. Extend Applied Languages and Intercultural Studies (ALIS) program										
i) Master-level program	Implementation of sustainability-driven modules	Train to build sustainability framework into LBAT Summer Immersion Programs	Number of modules added	As created	IAC Office of Dean					
ii) Stand-alone non-degree graduate certificate	Number of Satisfied Participants	Participation in in-service teacher workshops	Number of participants, participant satisfaction	Annual	IAC Office of Dean					

IFLE PERFORMANCE MEASURE FORM (GT CIBER Phase VIII 2018-2022)

I: Creating a Global Sustainability Model for Applied Language and Intercultural Studies in a Technology-Centered University										
1. Project Goal Statement	2. Performance Measures	3. Activities	4. Data/Indicators	5. Freq.	6. Data Source	Baseline and Target				
						BL	T1	T2	T3	T4
c. Upgrade Interdisciplinary Minor in IB, Language and Culture	Student enrollments	Minor implementation	Student inquiries & completions	Biennial	IAC Office of Dean					
d. Develop Online Apps for Language and Culture Learning	Apps developed and implemented	Scoping, coding, testing roll-out	App open to web and used	Ongoing	App development team					
e. Expand the use of ACTFL Proficiency Test to Overseas Campuses	Languages Implemented	Implement exam	Languages implemented and tests given	Annual	Mod langs					
f. Minor in Middle Eastern and North African Studies	Minor implemented	Implement exam	Student inquiries & completions	Biennial	IAC Office of Dean					

IFLE PERFORMANCE MEASURE FORM (GT CIBER Phase VIII 2018-2022)

I: Creating a Global Sustainability Model for Applied Language and Intercultural Studies in a Technology-Centered University										
1. Project Goal Statement	2. Performance Measures	3. Activities	4. Data/Indicators	5. Freq.	6. Data Source	Baseline and Targets				
						BL	T1	T2	T3	T4
g. Spr. Semester in French Science and Sustain. at GT Lorraine	Program offered	Support program development	Enrollments	Annual	Mod Langs					
h. Spr. Semester in Chinese Science and Sustain. at GT Shenzhen	Program offered	Support program development	Enrollments	Annual	Mod Langs					
i. Support USG introductory-level online instruction in critical languages i) High School offering	Courses offered	Oversee program implementation	Number of participants	Annual	Div. of Prof. Ed.					
ii) GT Professional Education Division	Program offered	Oversee program implementation	Number of participants	Annual	Div. of Prof. Ed.					

IFLE PERFORMANCE MEASURE FORM (GT CIBER Phase VIII 2018-2022)

I: Creating a Global Sustainability Model for Applied Language and Intercultural Studies in a Technology-Centered University										
1. Project Goal Statement	2. Performance Measures	3. Activities	4. Data/Indicators	5. Freq.	6. Data Source	Baseline and Target				
						BL	T1	T2	T3	T4
j. Develop Advanced-Level LCTL courses in business	Courses developed	Develop and implement courses	Courses developed and implemented	Annual	Mod Langs					
k. LBAT Pedagogical Workshop for Instructors	Workshop attendees	Hold workshop	Number of attendees	Biennial	Mod Langs					
l. CIBER Business Language Conference (a CIBER consortial initiative)	Conferences Held	Hold conference	Conferences held	Biennial	Consortium					
m. Business Language Research Teaching consortial awards for faculty	Awards given	Select awardees	Number of awardees	Biennial	GT CIBER					
n. Business Language Case Competition (UG, w/BYU CIBER)	Student attendees	Recruit attendees	Student participants	Biennial	GT CIBER					

IFLE PERFORMANCE MEASURE FORM (GT CIBER Phase VIII 2018-2022)

II: Advancing International Business Specialization in a Digitizing Academic Environment										
1. Project Goal Statement	2. Performance Measures	3. Activities	4. Data/Indicators	5. Freq.	6. Data Source	Baseline and Target				
						BL	T1	T2	T3	T4
Enhance Scheller College International MBA Practicum										
1) expand to four locations simultaneously	Four simultaneous locations	Recruit faculty and students	Course offerings, student enrollments	Annually	Scheller College					
2) Utilize GT Overseas campus locations of GT Lorraine and GT Shenzhen	Practica held at target locations	Coordinate sections	Courses held	Biennially	Scheller College					
3) Add a Sustainability-focused International Practicum	Course created and held	Coordinate creation and implementation	Course held	Once	Scheller College					

IFLE PERFORMANCE MEASURE FORM (GT CIBER Phase VIII 2018-2022)

II: Advancing International Business Specialization in a Digitizing Academic Environment										
1. Project Goal Statement	2. Performance Measures	3. Activities	4. Data/Indicators	5. Freq.	6. Data Source	Baseline and Target				
						BL	T1	T2	T3	T4
b) GT Executive MBA (EMBA) China Residency										
i) Increase US projects	Number of US-based projects	Recruit projects	Number of completed projects	Annually	Scheller College					
ii) Certificate Program	Certificates awarded	Coordinate certificate program	Number of certificates awarded	Annually	Scheller College					
c) T&M Certificate Program		Coordinate certificate program	Number of certificates awarded	Annually	Scheller College					

IFLE PERFORMANCE MEASURE FORM (GT CIBER Phase VIII 2018-2022)

II: Advancing International Business Specialization in a Digitizing Academic Environment										
1. Project Goal Statement	2. Performance Measures	3. Activities	4. Data/Indicators	5. Freq.	6. Data Source	Baseline and Targets				
						BL	T1	T2	T3	T4
d. TI:GER global projects	Projects completed	Recruit and coordinate projects	Projects completed	Annually	TI:GER office					
e. FDIB										
i) Ireland (UCONN)	Participants	Recruit, support and exit interview participants	Number of participants, satisfaction levels	Biennially	GT CIBER, Hosts					
ii) Costa Rica & Panama (Univ. of Miami)	Participants	Recruit, support and exit interview participants	Number of participants, satisfaction levels	Biennially	GT CIBER, Hosts					



IFLE PERFORMANCE MEASURE FORM (GT CIBER Phase VIII 2018-2022)

II: Advancing International Business Specialization in a Digitizing Academic Environment										
1. Project Goal Statement	2. Performance Measures	3. Activities	4. Data/Indicators	5. Freq.	6. Data Source	Baseline and Target				
						BL	T1	T2	T3	T4
f. CIBER Consortial Case Challenge with UCONN	Student participants	Recruit and support student participation	Number of participants	Biennial	GT CIBER					
g. Infuse Global dimensions in Minor in Leadership Studies										
i) In business (ILE)	Module implementation	Implement new module	Offering	Once	ILE					
ii) Global Engineering Track	Module implementation	Implement new module	Offering	Once	ILE					

IFLE PERFORMANCE MEASURE FORM (GT CIBER Phase VIII 2018-2022)

II: Advancing International Business Specialization in a Digitizing Academic Environment										
1. Project Goal Statement	2. Performance Measures	3. Activities	4. Data/Indicators	5. Freq.	6. Data Source	Baseline and Target				
						BL	T1	T2	T3	T4
h. Problem-solving learning to IB in Ethics, Innovation and Sustainability	Modules implemented	Implement modules	Modules implemented, students enrollment	Annually	Scheller College					
i. Strengthen IP Plan										
i) Create university-wide class in Global Economics	Class Created	Create and implement class	Classes created, student participations	After approval, annually	OIE					
ii) boost SCOB participation	Increase participation	Recruit students	Number of participants	Annually	Scheller College					
j. Faculty Curricular Awards	Award funding given	Make Awards	Number and amount of awards given	Annually	GT CIBER					

IFLE PERFORMANCE MEASURE FORM (GT CIBER Phase VIII 2018-2022)

III: Expanding Utilization of The Georgia Tech Global Campus Model: Faculty and Student Engagement for Global Reach at a Technology University										
1. Project Goal Statement	2. Performance Measures	3. Activities	4. Data/Indicators	5. Freq.	6. Data Source	Baseline and Targets				
						BL	T1	T2	T3	T4
a. #Work Abroad/Global Internship Program										
i) participation increase student award support	Awards given	Select students for awards	Number of students	Annually	OIE, GT CIBER					
ii) expansion to Korea and Israel	Locations added	Recruit Internships	Number of students, number of internships	Ongoing	Work abroad office					
iii) Support Under-rep. Students in Internatl Co-Op & Internship Opp.	Awards given	Select students for awards	Number of students	Annually	OIE, GT CIBER					

IFLE PERFORMANCE MEASURE FORM (GT CIBER Phase VIII 2018-2022)

III: Expanding Utilization of The Georgia Tech Global Campus Model: Faculty and Student Engagement for Global Reach at a Technology University										
1. Project Goal Statement	2. Performance Measures	3. Activities	4. Data/Indicators	5. Freq.	6. Data Source	Baseline and Target				
						BL	T1	T2	T3	T4
b. Extend use of Lorraine and Shenzhen for GT degree prog.										
i) Management	Program implemented	Develop program	Program implemented	Annual	OIE					
ii) Applied Social Sciences	Program implemented	Develop program	Program implemented	Annual	OIE					
c. Global Engineering Immersion Prog. : Tri-continental cert.	Certificates granted	Oversee certificate program	Certificates granted	Annual	College of Engineering					

IFLE PERFORMANCE MEASURE FORM (GT CIBER Phase VIII 2018-2022)

III: Expanding Utilization of The Georgia Tech Global Campus Model: Faculty and Student Engagement for Global Reach at a Technology University										
1. Project Goal Statement	2. Performance Measures	3. Activities	4. Data/Indicators	5. Freq.	6. Data Source	Baseline and Targets				
						BL	T1	T2	T3	T4
d. Deepen offerings at GT Shenzhen Campus;										
i) Offer Innov. Strat & Entre @ GT Shenzhen	Updated program	Update programs	Programs offered	Biennially	OIE					
ii) East Asia Program	Updated program	Update programs	Programs offered	Biennially	INTA					
e. GT-PKU-Emory University doc. Biomed. joint prog: cross-cult.	Implement module	Create program	Students	Annually	GPE Program					

IFLE PERFORMANCE MEASURE FORM (GT CIBER Phase VIII 2018-2022)

III: Expanding Utilization of The Georgia Tech Global Campus Model: Faculty and Student Engagement for Global Reach at a Technology University										
1. Project Goal Statement	2. Performance Measures	3. Activities	4. Data/Indicators	5. Freq.	6. Data Source	Baseline and Targets				
						BL	T1	T2	T3	T4
f. GT Costa Rica Center for Productivity student projects	Projects Completed	Recruit projects	Projects successfully completed	Annually	OIE					
g. GT Panama Logistics Innov. Research Ctr. projects & programs	Projects Completed	Recruit projects	Projects successfully completed	Annually	OIE					
h. New Semester-length Programs at GT Overseas Campuses	Programs offered	Support program development	Programs offered	Annually	OIE					

Appendix 4-A IFLE PERFORMANCE MEASURE FORM (GT CIBER Phase VIII 2018-2022)

IV: Optimizing GT's Research Strengths: Global Innovation, Sustainability, Security and Fluency										
1. Project Goal Statement	2. Performance Measures	3. Activities	4. Data/Indicators	5. Freq.	6. Data Source	Baseline and Target				
						BL	T1	T2	T3	T4
a. Four cross-cutting research axes:										
i. Global innovation & US enterprise generation	Research produced	Support Research	Amount of research	Annual	GT CIBER					
ii. sustainable governance	Research produced	Support Research	Amount of research	Annual	GT CIBER					
iii. transnational and US security challenges	Research produced	Support Research	Amount of research	Annual	GT CIBER					
iv. global cultural fluency	Research produced	Support Research	Amount of research	Annual	GT CIBER					

IFLE PERFORMANCE MEASURE FORM (GT CIBER Phase VIII 2018-2022)

IV: Optimizing GT's Research Strengths: Global Innovation, Sustainability, Security and Fluency										
1. Project Goal Statement	2. Performance Measures	3. Activities	4. Data/Indicators	5. Freq.	6. Data Source	Baseline and Targets				
						BL	T1	T2	T3	T4
b. IB Lecture Series	Sessions held	Provide speakers	Attendees, Sessions	Quarterly	GT CIBER, partners					
c. CIBER Core Faculty and Experts	Number of publications and working papers produced	Support development of research along thematic lines	Publications	Annually	GT CIBER					
d. CIBER annual Research Awards and Selection Committee	Number of publications and working papers produced	Support development of research along thematic lines	Publications	Annually	GT CIBER					
e. GT CIBER Visiting Scholar Program and CIBER Fellows	Number of visiting scholars	Support bringing elite visiting faculty relevant to CIBER grant research interests	Scholars	Annually	Scheller College, GT CIBER					



IFLE PERFORMANCE MEASURE FORM (GT CIBER Phase VIII 2018-2022)

IV: Optimizing GT's Research Strengths: Global Innovation, Sustainability, Security and Fluency										
1. Project Goal Statement	2. Performance Measures	3. Activities	4. Data/Indicators	5. Freq.	6. Data Source	Baseline and Target				
						BL	T1	T2	T3	T4
f. GT CIBER Working Papers	Papers produced	Collect relevant working papers	Number of papers	Annually	GT CIBER					
g. Doctoral Workshop (D. Liu)	Participants	Workshop held	Number of participants	Twice per year	GT CIBER					
h. MESD	Conferences held	Hold conference	Attendees, Papers presented	As held	GT CIBER, partners					
i. China Goes Global	Conferences held	Hold conference	Attendees, Papers presented	Annually	GT CIBER, partners					

IFLE PERFORMANCE MEASURE FORM (GT CIBER Phase VIII 2018-2022)

IV: Optimizing GT's Research Strengths: Global Innovation, Sustainability, Security and Fluency										
1. Project Goal Statement	2. Performance Measures	3. Activities	4. Data/Indicators	5. Freq.	6. Data Source	Baseline and Target				
						BL	T1	T2	T3	T4
j. REER annual research conference	Attendance	Co-sponsor conference	Number of attendees	Annual	TI:GER					
k. Institute for Information Security and Privacy	Seminars held	Co-sponsor conference	Number of attendees	Biennially	GT CIBER, GTIISP					
l. C4NGL - Singapore	Research produced	Support research	Research output	As held	CRNGL					
m. SCOB Business Analytics Ctr	Country risk analyses produced	Support production of country risk analyses	Risk analyses produced	As produced	BAC, GT CIBER					

IFLE PERFORMANCE MEASURE FORM (GT CIBER Phase VIII 2018-2022)

IV: Optimizing GT's Research Strengths: Global Innovation, Sustainability, Security and Fluency										
1. Project Goal Statement	2. Performance Measures	3. Activities	4. Data/Indicators	5. Freq.	6. Data Source	Baseline and Target				
						BL	T1	T2	T3	T4
n. Seminar US Critical Infrastructure	Seminar attendees	Sponsor conferences	Number of attendees	Annually	Conference organizers					
o. China Research Ctr GATech	Conference held	Sponsor conference	Number of attendees	Once	Conference organizers					
p. Techno-competitiveness Indicators	Indicators produced	Support research	Production of indicators	Annually	TPAC					
q. IB research opportunities UROP	UG research projects supported	Support research	Successful research completion	Annually	UROP					

IFLE PERFORMANCE MEASURE FORM (GT CIBER Phase VIII 2018-2022)

V: Producing Responsible Managers: Globally-Focused Servant-Leadership										
1. Project Goal Statement	2. Performance Measures	3. Activities	4. Data/Indicators	5. Freq.	6. Data Source	Baseline and Targets				
						BL	T1	T2	T3	T4
a. Global Social Ventures Competition (GSVC)	Plan selected	Select student business plan	Awards made	Annually	GSVC, GT CIBER					
b. #KSU UN CIFAL	Internships offered	Coordinate	Internships positions filled	Annually	UN CIFAL, GT CIBER					
c. UN RCE	Network identified	Assist network creation	Network connections made	Ongoing	UN RCE, GT CIBER					
d. ESI Center	IB projects supported	Support student projects	Projects completed	Annually	ESI, GT CIBER					

IFLE PERFORMANCE MEASURE FORM (GT CIBER Phase VIII 2018-2022)

V: Producing Responsible Managers: Globally-Focused Servant-Leadership

1. Project Goal Statement	2. Performance Measures	3. Activities	4. Data/Indicators	5. Freq.	6. Data Source	Baseline and Targets				
						BL	T1	T2	T3	T4
e. GLCC	Speakers, MBA Grad Assistants	Provide speakers, support MBA Grad Assistants	Number of speakers, assistantships filled	Annually	GLCC					
f. CreateX-Learn	Modules added	Create IB modules	Students affected	Annually	Create X					
g. Global Sustainability-focused Study Abroad										
i. Japan Summer sustainability	Student participation	Support creation of 4 tracks	Students participating	Annually	INTA, OIE					
ii. Italy Climate Change Summer program	Student participation	Support creation of 4 tracks	Students participating	Annually	INTA, OIE					
iii. LBAT to Germany on sustainability	Student participation	Support creation of 4 tracks	Students participating	Annually	LBAT, OIE					
iv. LBAT to Spain on sustainability	Student participation	Support creation of 4 tracks	Students participating	Annually	LBAT, OIE					

IFLE PERFORMANCE MEASURE FORM (GT CIBER Phase VIII 2018-2022)

V: Producing Responsible Managers: Globally-Focused Servant-Leadership										
1. Project Goal Statement	2. Performance Measures	3. Activities	4. Data/Indicators	5. Freq.	6. Data Source	Baseline and Target				
						BL	T1	T2	T3	T4
h. Global Change Initiative Program										
i. Climate Ambassadors Program	Student participation	Support internationalization of program	Participants	Annually	GCI					
ii. Pedagogical modules/cases creation	Modules created	Create modules	Modules created	Biennially	GT CIBER, GCI					

IFLE PERFORMANCE MEASURE FORM (GT CIBER Phase VIII 2018-2022)

VI: Addressing CIBER Stakeholders' Needs: Local Adaptation to a Fast-Changing Global Market and Workforce										
1. Project Goal Statement	2. Performance Measures	3. Activities	4. Data/Indicators	5. Freq.	6. Data Source	Baseline and Targets				
						BL	T1	T2	T3	T4
a. GT Global Business Forum	Attendees, Presenters	Host Forum	Attendees, Presenters	Annually	GT CIBER					
b. USA India Business Summit	Attendees, Presenters	Host Forum	Attendees, Presenters	Annually	GT CIBER					
c. Lafayette Institute	Practicum projects hosted	Identify projects	Projects completed	Once	MBA Office, Lafayette Institute					
d. I-Corps	Workshops, trade missions	Host workshops, co-organize trade missions	Attendees	Annually	VentureLab, GT CIBER					

IFLE PERFORMANCE MEASURE FORM (GT CIBER Phase VIII 2018-2022)

VI: Addressing CIBER Stakeholders' Needs: Local Adaptation to a Fast-Changing Global Market and Workforce										
1. Project Goal Statement	2. Performance Measures	3. Activities	4. Data/Indicators	5. Freq.	6. Data Source	Baseline and Targets				
						BL	T1	T2	T3	T4
e. IoT for Manufacturing workshop	Workshop attendees	Host workshop	Attendees	Biennially	CDAIT					
f. #G-LIBER - SSU	Programs actualized	Support program developments	Students impacted, participants	Annually	G-LIBER					
g. #GVC-LIBER UDC	Establishment	Support center development	Center created	Once	GVL-IBER					
h. International student organizations	Student participation, events hosted, internships realized	Support student organizations	Programs held, participants	Ongoing	GT CIBER					



IFLE PERFORMANCE MEASURE FORM (GT CIBER Phase VIII 2018-2022)

VI: Addressing CIBER Stakeholders' Needs: Local Adaptation to a Fast-Changing Global Market and Workforce										
1. Project Goal Statement	2. Performance Measures	3. Activities	4. Data/Indicators	5. Freq.	6. Data Source	Baseline and Target				
						BL	T1	T2	T3	T4
i. #CIBER MSI-CC National Consortium	Events held, institutions supported	Support CIBER participation, host events	Participants, students impacted	Annually	Consortium, GT CIBER					
j. #SEUS Globalizing Business Education for MSI and CC	Events held, institutions supported	Support CIBER participation, host events	Participants, students impacted	Annually	Consortium, GT CIBER					

IFLE PERFORMANCE MEASURE FORM (GT CIBER Phase VIII 2018-2022)

VII: Contributing to Georgia's Global Economic Growth Objectives										
1. Project Goal Statement	2. Performance Measures	3. Activities	4. Data/Indicators	5. Freq.	6. Data Source	Baseline and Targets				
						BL	T1	T2	T3	T4
a. #Global Commerce Internship Opportunities	Internships created	Identify and fill internships	Internships created, students participating	Annually	GT CIBER					
b. NDEC Consortium	Conferences	Sponsor conference	Participants	Annually	NDEC, GT CIBER					
c. #Export-U3	Participants completing	Support expansion of Export- U3	Participants	Ongoing	SBDC, GT CIBER					
d. Orbatl – Global Cities Initiative	Programs implemented	Support FDI initiative	FDI raised	Ongoing	Orbatl, GT CIBER					

IFLE PERFORMANCE MEASURE FORM (GT CIBER Phase VIII 2018-2022)

VII: Contributing to Georgia's Global Economic Growth Objectives										
1. Project Goal Statement	2. Performance Measures	3. Activities	4. Data/Indicators	5. Freq.	6. Data Source	Baseline and Targets				
						BL	T1	T2	T3	T4
e. SETAAC – GT Enterprise Innovation Institute (EI2)	Workshops held	Host workshops	Number of events, number of participants	As needed	SETAAC					
f. Georgia Manufacturing Survey	Surveys completed	Increase IB content, diffuse through network	Responses	Annually	GaMEP					
g. *icEdge cross-cultural communication training	Participants completing	Support roll out through networks	Number of participants	Annually	icEdge, GT CIBER					
h. *KSU Online cross-cultural orientation for executives	Participants completing	Support orientation creation	Number of participants	Ongoing	KSU, GT CIBER					

IFLE PERFORMANCE MEASURE FORM (GT CIBER Phase VIII 2018-2022)

VII: Contributing to Georgia's Global Economic Growth Objectives										
1. Project Goal Statement	2. Performance Measures	3. Activities	4. Data/Indicators	5. Freq.	6. Data Source	Baseline and Targets				
						BL	T1	T2	T3	T4
i. GT CIBER IB Podcast	Podcasts Published	Create and publish podcasts	Number of podcasts, number of streams	Ongoing	GT CIBER					
j. #Technical College System of Georgia – Workshops	Workshops hosted	Co-ordinate workshops	Number of workshops, number of participants	Ongoing	TCSG					
k. #Assistance in Overseas Training Partnership TCSG	Overseas training held	Support training sessions	Number of participants	Ongoing	TCSG					
l. GT Corporate Innovation Centers – Workshop on attracting FDI	Workshops hosted	Co-ordinate workshops	Number of workshops, number of participants	Ongoing	GT CIC					

IFLE PERFORMANCE MEASURE FORM (GT CIBER Phase VIII 2018-2022)

VII: Contributing to Georgia's Global Economic Growth Objectives										
1. Project Goal Statement	2. Performance Measures	3. Activities	4. Data/Indicators	5. Freq.	6. Data Source	Baseline and Target				
						BL	T1	T2	T3	T4
m. PDIB in C&E Europe	Participants, satisfaction surveys	Co-organize	Number of participants, survey results	Once	MBA Office					
n. EI2 Georgia Manufacturing Extension Program	Training assistance provided	Support "soft landing" training	Number of participants, survey results	Ongoing	EI2					

## Budget Narrative File(s)

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\* **Mandatory Budget Narrative Filename:**

Add Mandatory Budget Narrative

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To add more Budget Narrative attachments, please use the attachment buttons below.

Add Optional Budget Narrative

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**Appendix 5-A Detailed GT CIBER Program Budget: 2018-2022**  
**GT CIBER Budget by Program Modules**

	Fed	GT	Fed	GT	Fed	GT	Fed	GT
<b>I: Furthering an Interdisciplinary Approach to Applied Languages and Intercultural Studies for Global Agility in Technology and Business Fields</b>								
a. Implement an M.S. in Global Media & Culture (GMC) Faculty Release (Years 1,2,3)	5,000	1,000	3,000	1,000	2,000	1,000	0	0
b. Extend Applied Languages and Intercultural Studies (ALIS) program								
i) Master-level program								
Faculty Release (Years 2,3,4)	0	1,000	4,000	4,000	2,000	1,000	1,000	1,000
ii) Stand-alone non-degree graduate certificate								
Faculty Release (Years 2,3,4)	0	1,000	3,000	3,000	3,000	3,000	1,000	1,000
c. Upgrade Interdisciplinary Minor in IB, Language and Culture Faculty Release (Years 3, 4)	0	0	0	0	5,000	5,000	5,000	5,000
d. Develop Online Apps for Language and Culture Learning Year 1 - Develop, 2 - Implement, 3 - Test, 4 - Rollout	4,000	0	1,000	0	6,000	0	5,000	0
e. Expand the use of ACTFL Proficiency Test to Overseas Campuses Test implementation costs	0	500	500	500	250	250	250	250
f. Minor in Middle Eastern and North African Studies Faculty Release	4,000	0	2,000	0	0	0	0	0
g. Spr. Semester in French Science and Sustain. at GT Lorraine Faculty Release	5,000	5,000	2,500	2,500	0	0	0	0
h. Spr. Semester in Chinese Science and Sustain. at GT Shenzhen Faculty Release	0	0	3,000	3,000	1,500	1,500	0	2,500
i. Support USG introductory-level online instruction in critical languages								
i) High School offering	2,500	0	0	0	0	0	0	0
ii) GT Professional Education Division	0	0	0	0	0	0	5,000	0
j. Develop Advanced-Level LCTL courses in business Faculty Release	7,500	7,500	5,000	5,000	5,000	5,000	5,000	7,500
k. LBAT Pedagogical Workshop for Instructors Workshop hosting expenses	4,000	4,000	0	0	4,000	4,000	0	0
l. CIBER Business Language Conference (a CIBER consortial initiative) Consortial fee - Year 2, Year 4	0	0	500	0	0	0	500	0
m. Business Language Research Teaching consortial awards for faculty Awards - Year 2, Year 4	0	0	1,500	0	0	0	1,500	0
n. Business Language Case Competition (UG, w/BYU CIBER) Student Participation Support	6,000	0	6,000	0	6,000	0	6,000	0
<b>Subtotal : Module I</b>	<b>38,000</b>	<b>20,000</b>	<b>32,000</b>	<b>19,000</b>	<b>34,750</b>	<b>20,750</b>	<b>30,250</b>	<b>17,250</b>

**Appendix 5-A Detailed GT CIBER Program Budget: 2018-2022**  
**GT CIBER Budget by Program Modules**

		Year 1 : 2018-19		Year 2 : 2019-20		Year 3 : 2020-21		Year 4 : 2021-22	
		Fed	GT	Fed	GT	Fed	GT	Fed	GT
<b>II: Advancing International Business Specialization in a Digitizing Academic Environment</b>									
*	a. Enhance Scheller College International MBA Practicum								
	i) Four simultaneous locations Faculty Release	1,000	9,000	1,000	9,000	0	9,000	0	9,000
	ii) Utilize GT overseas campuses Support	500	0	500	0	0	0	0	0
*	iii) Sustainability-focused practicum Faculty Release	1,000	9,000	1,000	9,000	0	9,000	0	9,000
	b. GT Executive MBA (EMBA) China Residency								
	i) increase US corporate projects Project development and recruitment	500	5,000	0	5,000	500	5,000	0	5,000
	ii) Certificate Program with Beijing University of Posts and Tel. Development	500	1,000	0	1,000	0	1,000	0	1,000
	c. T&M Program Conducting Bus. in China Certificate Shenzhen Univ. Development	500	1,000	500	1,000	0	1,000	0	1,000
	d. TI:GER Global Projects Increase Development	200	2,000	200	2,000	0	2,500	0	2,500
	e. FDIB - Support MSI/CC Faculty Participation								
	i) Year 1 and 3 - Ireland with UCONN Participation Support	7,000	0	0	0	7,000	0	0	0
	ii) Year 2 and 4 - Costa Rica & Panama with Univ. of Miami Participation Support	0	0	5,000	0	0	0	5,000	0
	f. CIBER Consortial Case Challenge with UCONN								
	Consortial Fee	1,000	0	0	0	1,000	0	0	0
	Student Travel Support	2,500	0	0	0	2,500	0	0	0
	g. Infuse Global dimensions in Minor in Leadership Studies								
	i) In business (ILE) Faculty training	0	0	4,000	0	0	0	4,000	0
	ii) Global Engineering Track Faculty release	4,000	0	0	0	0	0	4,000	0
*	h. Problem-solving learning to IB in Ethics, Innovation and Sustainability Faculty release	500	0	0	0	0	0	0	0
	i. Strengthen IP Plan								
*	i) Create university-wide class in Global Economics (A. Henry) Faculty Release	500	0	0	0	0	0	0	0
	ii) boost SCOB participation (J. Hoadley) Staff contribution	0	0	0	0	0	0	0	0
*	j. Faculty Curricular Awards								
	Awards	500	0	500	0	500	0	500	0
<b>Subtotal : Module II</b>		<b>20,200</b>	<b>27,000</b>	<b>12,700</b>	<b>27,000</b>	<b>11,500</b>	<b>27,500</b>	<b>13,500</b>	<b>27,500</b>



**Appendix 5-A Detailed GT CIBER Program Budget: 2018-2022**  
**GT CIBER Budget by Program Modules**

	Year 1 : 2018-19		Year 2 : 2019-20		Year 3 : 2020-21		Year 4 : 2021-22	
	Fed	GT	Fed	GT	Fed	GT	Fed	GT
<b>III: Expanding Utilization of The Georgia Tech Global Campus Model: Faculty and Student Engagement for Global Reach at a Technology University</b>								
a. #Work Abroad/Global Internship Program								
i) participation increase student award support								
Student awards	1,000	0	1,000	0	1,000	0	1,000	0
ii) expansion to Korea and Israel								
Faculty release	1,000	0	0	0	1,000	0	0	0
iii) Support Under-rep. Students in Internatl Co-Op & Internship Opp.								
Student awards	3,000	0	3,000	0	3,000	0	3,000	0
b. Extend use of Lorraine and Shenzhen for GT degree prog.								
i) Management	1,000	0	0	0	0	0	0	0
ii) Applied Social Sciences	1,000	0	0	0	0	0	0	0
c. Global Engineering Immersion Prog. : Tri-continental cert.	0	0	500	0	0	0	0	0
d. Deepen offerings at GT Shenzhen Campus;								
i) Offer Innov. Strat & Entre @ GT Shenzhen	0	0	5,000	0	0	0	0	0
ii) East Asia Program	0	0	0	0	5,000	0	0	0
e. GT-PKU-Emory University doc. Biomed. joint prog: cross-cult.	0	0	0	0	0	0	0	0
f. GT Costa Rica Center for Productivity student projects	1,000	0	1,000	0	1,000	0	1,000	0
g. GT Panama Logistics Innov. Research Ctr. proj & programs	1,000	0	1,000	0	1,000	0	1,000	0
h. New Semester-length Programs at GT Overseas Campuses	1,000	0	2,000	0	0	0	0	0
<b>Subtotal : Module III</b>	<b>9,000</b>	<b>0</b>	<b>11,500</b>	<b>0</b>	<b>12,000</b>	<b>0</b>	<b>6,000</b>	<b>0</b>

**Appendix 5-A Detailed GT CIBER Program Budget: 2018-2022**  
**GT CIBER Budget by Program Modules**

	Year 1 : 2018-19		Year 2 : 2019-20		Year 3 : 2020-21		Year 4 : 2021-22	
	Fed	GT	Fed	GT	Fed	GT	Fed	GT
<b>IV: Optimizing GT's Research Strengths: Global Innovation, Sustainability, Security and Fluency</b>								
a. Four cross-cutting research axes:								
i. Global innovation & US enterprise generation								
ii. sustainable governance								
iii. transnational and US security challenges								
iv. global cultural fluency								
	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0
b. IB Lecture Series								
	0	0	0	0	0	0	0	0
c. CIBER Core Faculty and Experts								
Awards	500	0	500	0	500	0	500	0
d. CIBER annual Research Awards and Selection Committee								
Awards	28,000	0	28,000	0	28,000	0	28,000	0
e. GT CIBER Visiting Scholar Program and CIBER Fellows								
Self-funding	0	0	0	0	0	0	0	0
f. GT CIBER Working Papers								
Self-producing	0	0	0	0	0	0	0	0
g. Doctoral Workshop (D. Liu)								
Program costs	1,000	0	1,000	0	1,000	0	1,000	0
h. MESD								
Consortial fee	800	0	2,500	0	800	0	2,500	0
i. China Goes Global								
Consortial fee	4,000	0	4,000	0	4,000	0	4,000	0
j. REER annual research conference								
Sponsorship	5,000	0	5,000	0	5,000	0	5,000	0
k. Institute for Information Security and Privacy								
Seminars	500	0	500	0	500	0	500	0
l. C4NGL - Singapore								
Self-funding	0	0	0	0	0	0	0	0
m. SCOB Business Analytics Ctr								
Self-funding	0	0	0	0	0	0	0	0
n. Seminar US Critical Infrastructure								
Seminars	500	0	500	0	500	0	500	0
o. China Research Ctr GATech								
Conference sponsorship	1,500	0	0	0	0	0	0	0
p. Techno-competitiveness Indicators								
Data gathering and analysis	1,000	0	1,000	0	1,000	0	1,000	0
q. IB research opportunities UROP								
Self-funding	0	0	0	0	0	0	0	0
<b>Subtotal : Module IV</b>	<b>42,800</b>	<b>0</b>	<b>43,000</b>	<b>0</b>	<b>41,300</b>	<b>0</b>	<b>43,000</b>	<b>0</b>

**Appendix 5-A Detailed GT CIBER Program Budget: 2018-2022**  
**GT CIBER Budget by Program Modules**

	Year 1 : 2018-19		Year 2 : 2019-20		Year 3 : 2020-21		Year 4 : 2021-22	
	Fed	GT	Fed	GT	Fed	GT	Fed	GT
<b>V: Producing Responsible Managers: Globally-Focused Servant-Leadership</b>								
a. Global Social Ventures Competition (GSVC) Entrepreneurship Prize	500	0	500	0	500	0	500	0
b. #KSU UN CIFAL Student internship	2,000	0	2,000	0	2,000	0	2,000	0
c. UN RCE Self-funding	0	0	0	0	0	0	0	0
d. Engineering for Social Innovation (ESI) Center Self-funding	0	0	0	0	0	0	0	0
e. GLCC Graduate assistants subsidy	1,400	1,000	1,400	1,000	1,400	1,000	1,400	1,000
f. CreateX-Learn Self-funded	0	0	0	0	0	0	0	0
g. Global Sustainability-focused Study Abroad								
i. Japan Summer sustainability								
ii. Italy Climate Change Summer program								
iii. LBAT to Germany on sustainability								
iv. LBAT to Spain on sustainability								
	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0
h. Global Change Initiative Program								
i. Climate Ambassadors Program								
ii. Pedagogical modules/cases creation								
	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0
<b>Subtotal : Module V</b>	<b>3,900</b>	<b>1,000</b>	<b>3,900</b>	<b>1,000</b>	<b>3,900</b>	<b>1,000</b>	<b>3,900</b>	<b>1,000</b>

**Appendix 5-A Detailed GT CIBER Program Budget: 2018-2022**  
**GT CIBER Budget by Program Modules**

		Year 1 : 2018-19		Year 2 : 2019-20		Year 3 : 2020-21		Year 4 : 2021-22	
		Fed	GT	Fed	GT	Fed	GT	Fed	GT
<b>VI:</b>	<b>Addressing CIBER Stakeholders' Needs: Local Adaptation to a Fast-Changing Global Market and Workforce</b>								
a.	GT Global Business Forum								
i.	Year I: North America								
ii.	Year II: Northeast Asia								
iii.	Year III: Transatlantic Data Privacy								
iv.	Year IV: India and Emerging Economies								
		1,000	0	0	0	0	0	0	0
		0	0	1,000	0	0	0	0	0
		0	0	0	0	1,000	0	0	0
		0	0	0	0	0	0	1,000	0
b.	USA India Business Summit	0	0	0	0	0	0	0	0
c.	Lafayette Institute								
i.	international product adaptation/expansion	1,000	9,000	1,000	4,000	1,000	9,000	1,000	4,000
d.	I-Corps	3,000	0	3,000	0	3,000	0	3,000	0
e.	IoT for Manufacturing workshop	0	0	500	0	0	0	500	0
f.	#G-LIBER - SSU	400	0	400	0	400	0	400	0
g.	#GVC-LIBER UDC	800	0	0	0	800	0	0	0
h.	International student organizations								
i.	GT AIESEC (40 members)	0	0	0	0	0	0	0	0
ii.	Fulbright Students Association of GT	1,200	0	400	0	800	0	400	0
i.	#CIBER MSI-CC National Consortium								
	Costs distributed elsewhere	0	0	0	0	0	0	0	0
j.	#SEUS Globalizing Business Education for MSI and CC								
	Costs distributed elsewhere	0	0	0	0	0	0	0	0
<b>Subtotal : Module VI</b>		<b>7,400</b>	<b>9,000</b>	<b>6,300</b>	<b>4,000</b>	<b>7,000</b>	<b>9,000</b>	<b>6,300</b>	<b>4,000</b>

**Appendix 5-A Detailed GT CIBER Program Budget: 2018-2022**  
**GT CIBER Budget by Program Modules**

	Year 1 : 2018-19		Year 2 : 2019-20		Year 3 : 2020-21		Year 4 : 2021-22	
	Fed	GT	Fed	GT	Fed	GT	Fed	GT
<b>VII: Contributing to Georgia's Global Economic Growth Objectives</b>								
a. #Global Commerce Internship Opportunities Development	500	0	500	0	500	0	500	0
b. NDEC Consortium Consortial fee	500	0	500	0	500	0	500	0
c. #Export-U3 Implementation fee	500	0	500	0	500	0	500	0
d. Orbatl – Global Cities Initiative	500	0	500	0	500	0	500	0
e. SETAAC – GT Enterprise Innovation Institute (EI2)	0	0	0	0	0	0	0	0
f. Georgia Manufacturing Survey	750	0	750	0	750	0	750	0
g. *icEdge cross-cultural communication training	950	0	950	0	950	0	950	0
h. *KSU Online cross-cultural orientation for executives	1,000	0	1,000	0	1,000	0	0	0
i. GT CIBER IB Podcast	500	0	500	0	500	0	0	0
j. #Technical College System of Georgia – Workshops	1,200	0	0	0	0	0	1,200	0
k. #Assistance in Overseas Training Partnership TCSG	500	0	500	0	500	0	500	0
l. GT Corporate Innovation Centers – Workshop on attracting FDI	1,000	0	0	0	1,000	0	0	0
m. PDIB in C&E Europe	0	0	0	0	0	0	0	0
n. EI2 Georgia Manufacturing Extension Program	1,000	0	1,000	0	1,000	0	1,000	0
<b>Subtotal : Module VII</b>	<b>8,900</b>	<b>0</b>	<b>6,700</b>	<b>0</b>	<b>7,700</b>	<b>0</b>	<b>6,400</b>	<b>0</b>

**Appendix 5-A Detailed GT CIBER Program Budget: 2018-2022**  
**GT CIBER Budget by Program Modules**

	Year 1 : 2018-19		Year 2 : 2019-20		Year 3 : 2020-21		Year 4 : 2021-22	
	Fed	GT	Fed	GT	Fed	GT	Fed	GT
<b>VIII. GT CIBER Program Administration</b>								
A. P.I. and Director (Dr. J. McIntyre) * (EFT Calendar yr, D. Ed=.3, GT=.7)	50,447	143,993	51,960	148,313	53,519	152,762	53,519	157,345
B. CIBER Associate & Managing Director (Mr. J. Hoadley) * (D Ed=0.85 , GT=0.15))	62,328	18,309	63,575	18,675	64,846	19,049	64,846	19,049
C. Co-PI Faculty Director (Dr. F. Ulgado) * (EFT AY, D. Ed=.15, GT=.15)	15,000	18,923	15,300	20,058	15,759	20,259	15,800	15,800
D. CIBER Language for Bus. & Tech. Dir. (Dr. A Stenport, D. Ed=0, GT=.15)	0	10,575	0	10,892	0	11,219	0	1,000
E. CIBER Overseas Exchange Coordinator (Ms. A. Henry, Office of International Education)	0	0	0	0	0	0	0	0
F. COM Supervision, (Dean M. Alavi, EFT Calendar yr=.01)	0	5,815	0	5,990	0	6,169	0	6,354
G. Business Outreach Coordinator (Ms. S. Ambrosetti, EFT Calendar yr=.00)	0	0	0	0	0	0	0	0
H. Budget Officer * (Mr. R. Stutts, EFT Calendar yr=.00)	0	0	0	0	0	0	0	0
I. GT CIBER Graduate Assistants ~ 1 per year, beginning year 2 ~ Tuition Remissions for 1 GRA,	0	0	8,550	0	8,721	0	8,721	0
	0	0	13,568	0	13,839	0	13,839	0
J. Project Evaluation								
Dr. L. Phillips, Education Outcomes Evaluation & focus groups								
Focus Groups Management	500	0	500	0	500	0	500	0
Administration of Survey instruments	2,500	0	2,500	0	2,500	0	2,500	0
CEISMC Center (Dr. DeStefano)	3,000	0	3,000	0	3,000	0	3,000	0
Dr. P. Shapira, Business Outreach Evaluation	0	0	1,500	0	0	0	1,500	0
Dr. R. Narula, External Visitor	0	0	0	5,000	0	0	0	5,000
K. AIB / DoEd Annual Meeting ~ 1 trip 2 pers	6,000	0	6,000	0	6,000	0	3,000	0
<b>Subtotal : Module VIII</b>	<b>139,775</b>	<b>197,615</b>	<b>166,453</b>	<b>208,928</b>	<b>168,685</b>	<b>209,458</b>	<b>167,226</b>	<b>204,548</b>

## Detailed GT CIBER Program Budget: 2018-2022

### GT CIBER Budget by Program Modules

	Year 1 : 2018-2019		Year 2 : 2019-20		Year 3 : 2020-2021		Year 4 : 2021-2022	
	Fed	GT	Fed	GT	Fed	GT	Fed	GT
<b>Total Direct Costs</b>								
Fringes and Direct Costs								
- Subtotal of all Personnel Costs (excluding GRAs)	130,775	205,040	132,835	211,036	134,124	216,239	134,165	216,548
- Fringes (GT rate is 24.9%)	38,971	61,102	39,585	62,889	39,969	64,439	39,981	64,531
- Total of all other expenses	139,200	49,575	150,718	48,892	151,710	51,469	141,410	37,750
<b>Total Direct Charges:</b>	308,946	315,717	323,138	322,817	325,804	332,147	315,557	318,829
<b>Total Indirect Costs</b>								
Indirect Charges at 8% (34 CFR 75.562)	24,716	25,257	25,851	25,825	26,064	26,572	25,245	25,506
<b>Grand Total</b>	<b>333,662</b>	<b>340,975</b>	<b>348,989</b>	<b>348,642</b>	<b>351,868</b>	<b>358,719</b>	<b>340,801</b>	<b>344,336</b>
<i>Percentages</i>	49%	51%	50%	50%	50%	50%	50%	50%

	Year 1 : 2018-2019		Year 2 : 2019-20		Year 3 : 2020-2021		Year 4 : 2021-2022	
	Fed	GT	Fed	GT	Fed	GT	Fed	GT
<b>Object Class Categories</b>								
- Personnel	166,675	232,115	177,285	241,428	173,745	244,958	165,286	235,548
- Fringes (GT Rate=24.9%)	38,971	61,102	39,585	62,889	39,969	64,439	39,981	64,531
- Travel	14,500	0	13,500	5,000	14,500	0	10,500	5,000
- Equipment	0	0	0	0	0	0	0	0
- Supplies	0	0	0	0	0	0	0	0
- Contractual	0	0	13,568	0	13,839	0	13,839	0
- Construction	0	0	0	0	0	0	0	0
- Other	88,800	22,500	79,200	13,500	83,750	22,750	85,950	13,750
<b>Total Direct Charges</b>	<b>308,946</b>	<b>315,717</b>	<b>323,138</b>	<b>322,817</b>	<b>325,804</b>	<b>332,147</b>	<b>315,557</b>	<b>318,829</b>
Indirect Charges at 8% (34 CFR 75.562)	24,716	25,257	25,851	25,825	26,064	26,572	25,245	25,506
<b>Grand Total</b>	<b>333,662</b>	<b>340,975</b>	<b>348,989</b>	<b>348,642</b>	<b>351,868</b>	<b>358,719</b>	<b>340,801</b>	<b>344,336</b>
<i>Percentages</i>	49%	51%	50%	50%	50%	50%	50%	50%